



Policy and Resources Committee

Date: THURSDAY, 21 NOVEMBER 2019
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

7. SOCIAL MOBILITY STRATEGY - ANNUAL REPORT

Appendix to be read in conjunction with item 7.

For Decision
(Pages 1 - 20)

8. DIGITAL SKILLS STRATEGY - ANNUAL REPORT

Appendix to be read in conjunction with item 8.

For Decision
(Pages 21 - 42)

9. RESPONSIBLE BUSINESS STRATEGY - ANNUAL REPORT

Appendix to be read in conjunction with item 9.

For Decision
(Pages 43 - 62)

John Barradell
Town Clerk and Chief Executive

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Social Mobility Strategy, 2018-28

Potential today, success tomorrow

2019 Annual Report



Since agreeing the City of London Corporation's Social Mobility Strategy in September 2018, we are pleased to share an update on the actions taken in the last 12-months against the outcomes and activities set out in the strategy towards the achievement of our vision:

People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.

The strategy, which is summarised in one page at **Appendix One**, was designed to outline the positive and cumulative impact we hope to have as a valued advocate and thought leader on social mobility. This is articulated through our aim to bridge and reduce the social and economic divides that people experience, by delivering the following four strategic outcomes:

1. Everyone can develop the skills and talent they need to thrive.
2. Opportunity is accessed more evenly and equally across society.
3. Businesses and organisations are representative and trusted.
4. We role model and enable social mobility in the way we operate as an organisation and employer.

The strategy builds on our values, and unique commitments to the Square Mile, the City, London and the UK, across the public, private, charitable and community sectors. It also supports other strategic priority areas for the organisation, including our commitment to responsible business practices that create positive impact and reduce negative impact across all our activities and decisions. One year on, we remain clear that this strategy will only be delivered by supporting and partnering with organisations and institutions to understand and deliver collectively the social and economic benefits of social mobility.

There continues to be extensive coverage in the media on the importance of social mobility within central and local government, the private and business sectors, the education sector and parts of the charitable and community sector. The relaunch of the Social Mobility Commission in December 2018, chaired by Dame Martina Milburn, reaffirmed the Government's commitment to monitoring progress towards improving social mobility in the UK and promoting it within England. This was demonstrated through the new Commission's [State of the Nation Report](#) for 2018-19, launched in April 2019. Likewise, the Social Mobility Foundation continues to benchmark and rank UK employers for their work on ensuring access and progression for talent from all backgrounds through the [Social Mobility Employer Index](#). Since its launch in 2017, 136 employers across 18 different sectors, representing 1.4 million employees in the UK have participated in the Index, and it is heartening to see their commitment to social mobility.

At the City Corporation, social mobility continues to be a central theme of discussions undertaken with key external stakeholders throughout the UK and beyond by the Rt. Hon. Lord Mayor Peter Estlin, our Chair of Policy and Resources Catherine McGuinness and other officers.

Nevertheless, the UK continues to be ranked as one of the lowest performing countries for relative income and social mobility by the Organisation for Economic Cooperation and Development (OECD). There remains much to do in order to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate, compete and succeed.

This is the first in a series of reports that will be published over the course of this strategy, to demonstrate our continued commitment to social mobility.

What we have achieved since September 2018

Oversight and responsibility for the strategy

David Farnsworth, the Director of City Bridge Trust and the City of London Corporation's Chief Grants Officer, is the senior responsible officer for this strategy. David is supported to ensure that the strategy is delivered successfully by the Social Mobility Implementation Group (SMIG), which meets quarterly and is made up of officers from the following teams:

- Corporate Strategy and Performance
- Corporate Philanthropy and Volunteering
- City Bridge Trust
- Community and Children's Services
- Strategic Education, Skills and Culture Unit
- Innovation and Growth
- Human Resources
- Town Clerk and Chief Executive's Office.

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The SMIG is facilitated by the Corporate Strategy and Performance Team, and they hold day-to-day responsibility and oversight for:

1. Ensuring and maintaining organisational oversight on social mobility to maximise our collective impacts.
2. Developing and overseeing all processes relating to programme management of the strategy, including reporting and business planning responsibilities.
3. Developing a corporate approach to our networking, influencing and thought leadership activities on social mobility.
4. Creating and embedding a culture of social mobility throughout the organisation – building a coherent narrative and delivering effective communications internally and externally.



What we have achieved since September 2018

Our annual action plan

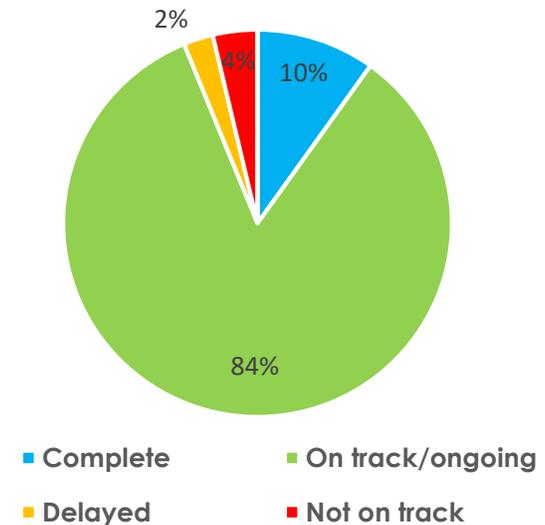
In order to develop the action plan, an internal mapping exercise was undertaken, which identified activities that were already happening or planned in relation to the strategy. This, along with information on all new activities relating to the strategy, have been included in the action plan, which took effect from January 2019 and is available in full at **Appendix Two**.

Analysis of our progress against all the activities are highlighted in the pie charts on pages 3 and 4 – at both a full action plan level and a specific outcome level. Of the **81 activities** linked to this strategy, **84% are on track/ongoing, 10% are complete, 4% are not on-track and 2% are delayed**. Mitigations are in place for those that are not on-track or delayed. For further details of progress against specific activities, please see **Appendix Two**.

Most activities in the action plan are being delivered using the budgets and resources agreed for the 2018/19 and 2019/20 financial years. We also secured **£100,000 of new funding** to run a pilot summer enrichment programme and **£15,000 of internal match funding** for a London Living Wage promotion campaign in 2019, which are both covered in more detail as case studies later in this report.

Over the next few pages, we have shared the progress, key highlights, case studies and the teams involved in each outcome area.

Analysis of full action plan
(Total 81 activities)



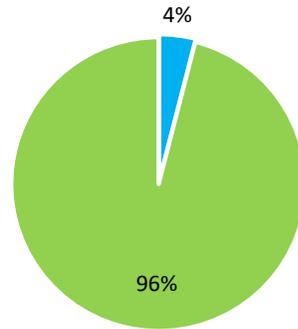
So far, of the 81 activities in the action plan, we have completed 10% of them, 84% of activities are on track/ongoing, 2% are delayed, and only 4% of actions are not on track.

What we have achieved since September 2018



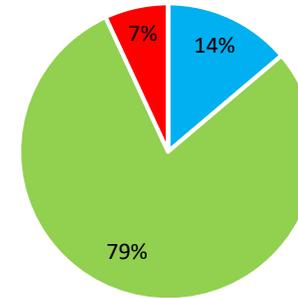
Progress analysis by outcome area

Outcome 1
(Total 25 Activities)



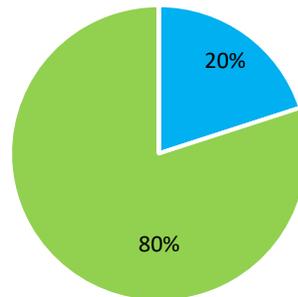
■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

Outcome 2
(Total 29 Activities)



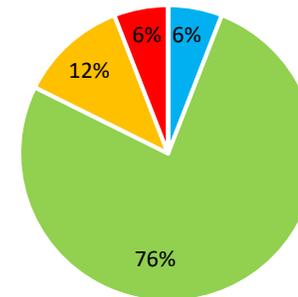
■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

Outcome 3
(Total 10 Activities)



■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

Outcome 4
(Total 17 Activities)



■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

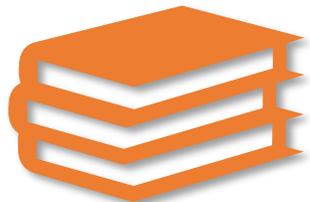
What we have achieved since September 2018

Outcome 1 – Everyone can develop the skills and talent they need to thrive

Our highlights

- Libraries** – Across the Barbican and Community Libraries we have provided free and inclusive access to space and materials and delivered reading programmes, classes and courses that encourage skills development and lifelong learning. It is widely researched and agreed that the ability to read, and access to informal learning opportunities and free spaces for personal development are essential in an individual's education and employment readiness, especially for those from lower socio-economic backgrounds who may lack . In 2018/19 there were 434,877 visitors to the libraries, and there were 64 adult reading sessions attended by 159 people and 58 children reading sessions attended by 356 people. There were also specific reading campaigns, including Read to Succeed and the Summer Reading Challenge – supporting 2182 and 245 people respectively. We also delivered a range of classes and workshops at the libraries including, including ESOL with computing, Let's Talk English Conversation Classes, CV Workshops and support with visa applications.
- Encouraging a Fusion Skills curriculum across the City family of schools** – In order to better prepare young people for the future of work, it is important that they develop 'transferable skills'– those skills which are common to and cut across many occupations, such as problem solving, critical thinking and communication. To boost social mobility, a list of 12 fusion skills are viewed to be crucial. These are: Oral communication / presentation skills; Collaboration and teamwork; Initiative; Problem solving; Organisational skills (planning, time management, deadlines, prioritisation, multi-tasking); Adaptability / flexibility; Written communication; Independent working / autonomy; Critical thinking; Resilience; Creativity; and Analysis and evaluation skills.

In 2018/19 we ran a successful fusion skills curriculum pilot at the City of London Academy Islington, with further pilots planned at our other schools in the coming years. This was alongside nine fusions skills enrichment events for pupils at our schools, including: Schools Concerts, Chess Tournament, Debating Competitions and an Art Exhibition. Furthermore, to enhance our collective understanding of what fusions skills are, we hosted a high-profile and international Fusion Skills events, which focused on a national and international standard for fusion skills, including a fusion skills assessment tool and the launch of our joint research with Nesta on what the future skills requirements are in the world of work.



Teams working on this outcome:

Adult Skills and Education Services

Barbican and Community Libraries

Strategic Education, Skills and Culture Unit

What we have achieved since September 2018

Our highlights for outcome 1 continued ...

- **Culture Mile Learning** – We delivered three 'bundle' days designed to offer school groups inclusive access to high quality cultural and creative learning experiences, which provide pupils and learners with fusion skills and widened and inclusive access to cultural capital. This included visits to two or more Culture Mile Learning partner venues. In addition, we organised 'Young City Poets', during which 877 pupils from 32 schools – of which 29% were receiving free school meals – worked with professional poets to inspire their creative writing. Culture Mile Learning also run the School Visits Fund and in 2018/19 the Fund received 275 applications from schools and not-for-profit educational organisations, benefitting 12,976 pupils. On average 49% of these pupils were on Pupil Premium, which is above the London average of 35%.

Detailed case study – London Careers Festival, 17-21 June 2019

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5,000 young people attended events



175 organisations participated



Funding secured to deliver again in 2020

In partnership with businesses, institutional employers, Livery Companies and a wide array of educational establishments and partners, we delivered the London Careers Festival for the first time from 17-21 June 2019. The Festival hosted a free programme of events focusing on skills, work experience and employability. The event was designed to connect children and young people from all socio-economic backgrounds with the diverse array of opportunities offered by businesses within the City of London and across the rest of London, as well as fuelling their imaginations and helping to inform and shape their futures.

Over **5,000 children and young people** from **over 130 schools, sixth-form colleges and youth groups** booked tickets to attend across the week. A total of **175 organisations** took part in the London Careers Festival, including **40 Livery companies** that participated in the Livery Schools Links Annual Careers Showcase and a further **60 companies** that hosted stalls as part of the Apprentice 19 event, aimed at encouraging young people to consider apprenticeships as a career route.

Further funding has now been secured to deliver the London Careers Festival in the summer of 2020.

This case study links to **outcome one** of the strategy - '*Everyone can develop the skills and talent they need to thrive*', by raising educational and employment aspiration and attainment for all.

What we have achieved since September 2018

Outcome 2 – Opportunity is accessed more evenly and equally across society

Our highlights

- **10-year partnership with the Prince's Trust** – We are in the fifth year of this partnership, and as of April 2019, just under 7000 young Londoners, particularly those experiencing disadvantage and those that are furthest from the education and labour markets, have been supported as a direct result, with 75% of all those supported moving into education, employment, training or volunteering. Oftentimes these young people will be working with multiple agencies and the ongoing and long-term nature of our funding ensures that they are given sufficient time and support to achieve their goals.
- **Business Healthy** – We are committed to bringing businesses in the City together to ignite a positive change in the health and wellbeing of their workforce, as this is a vital way in which we can ensure people remain in work. Since January 2019, the number of individual member organisations within Business Healthy has increased by 4% and the number of individual members has increased by 55%. 46% of member organisations are located within the City and 61% of those are SMEs. In May 2019, in partnership with the GLA, tying in with the Mayor of London's "Good Work Standard" programme, Business Healthy delivered a seminar on supporting the health and wellbeing on London's "hidden" workforce (i.e. cleaners, hospitality and retail staff, security etc.) in partnership with the GLA, tying in with the Mayor of London's "Good Work Standard" programme.
- **Being a corporate parent** – We have a statutory duty to act as a corporate parent to those that are placed in our care. In the last year, we have been a corporate parent to 29 children and young people, providing them with access to a dedicated Social Worker and Virtual Head who acts as an educational advocate for them within the educational institutions they attend. Most of our children and young people are unaccompanied asylum-seeking refugees, and as a result of their experiences and the fact that they may not speak English as a first or second language, they are at serious disadvantage within the education system. We work hard to ensure that our students thrive, with 90% of our students making expected progress in their learning with two people successfully completing their first year of University. We have also provided ESOL-classes at the Golden Lane Community Centre and connected them with the work of our own schools too. In 2019, pupils from the City of London School volunteered to participate in a learning programme with our 29 children and young people, completing activities such as sport, paired reading and enrichment sessions.



Teams working on this outcome:

City Bridge Trust,
Culture Mile and Culture Mile Learning,
Cultural Services,
Central Grants Unit,
Public Health,
Community Engagement,
Virtual Head Services,
Strategic Education, Skills and Culture Unit,
Corporate Strategy and Performance.

What we have achieved since September 2018

Detailed case study – Summer Enrichment Pilot, Summer Holidays 2019

 **100k** in funding secured

 **100+** young people engaged

 Over **1,000** nutritious meals served

£100,000 of funding was contributed to a Summer Enrichment Pilot in 2019, aimed at children and young people from lower socio-economic backgrounds in the London Borough of Islington to tackle summer learning loss, summer hunger and summer enrichment during the 2019 summer holidays.

We ran **four pilots**: two were based at the City of London Academy Highbury Grove (CoLAHG), with each running for one week – the first was aimed at **30 children** that will be starting in Year Seven in September 2019, and the second was aimed at **30 existing CoLAHG pupils** in Years Eight and Nine. The other two pilots were based in the community, and the [Cripplegate Foundation](#) organised these on our behalf. One was a four-week programme, run by All Change, for four hours a day for four days aimed at **40 young women**. The second was a four-week programme, run by Global Generation, for four hours a day for four days aimed at **30 young people**.

Whilst each project is different, they share in common a commitment to providing healthy food options, a nurturing learning environment and time to do activities that are fun, inspiring and creative. Children and young people are actively encouraged to expand their horizons, form positive habits and routines and develop their skills and confidence.

The evaluation of this programme will be delivered in partnership with the [Mayor's Fund for London](#) and [Northumbria University](#), with the full evaluation available in **January 2020**. The evaluation is extensive, and involves collecting data around the children's characteristics (i.e. age, gender, eligibility for free school meals), their attendance and the activities they participated in. The evaluation also includes where applicable a physical activity study; a young people's perspectives study; a learning loss study; a fusion skills evaluation survey; observational visits and senior stakeholder interviews.

This case study links to **outcome two** of the strategy - 'Opportunity is accessed more evenly and equally across society', by removing barriers, overcoming gaps and improving access and participation in order to improve attainment for our pupils and learners experiencing disadvantage or poverty.

What we have achieved since September 2018

Outcome 3 – Businesses and organisations are representative and trusted

Our highlights

- **Financial Services Skills Taskforce** – We seconded a member of our Innovation and Growth Team to the Chancellor's Financial Services Skills Taskforce, chaired by Mark Hoban and convened by TheCityUK, with support from the City of London Corporation and EY. The interim report was released in June 2019 and showcased the major skills challenges facing the financial services sector, including its low spend on training, its lack of diversity at all levels, its perceived values and culture and the fact that its skills needs are evolving faster than roles can be filled. This taskforce is essential in supporting this sector to address these technological and social challenges – particularly in relation to the evidenced lack of diversity of any form, including socio-economic diversity, within financial services which the report calling for greater efforts to be made to level the playing field by offering training and opportunities more equitably to under-represented groups
- **Partnering with Tomorrow's Company** – Low pay and in work poverty are major barriers to social mobility, with 4m. people in the UK in work and in poverty. In the last year, we have developed a close working partnership with Tomorrow's Company, to support their work as the convenor and leader of the UK-wide and cross-sectoral Financial Inclusion Alliance. As a result of this partnership, we will be hosting the Alliance's first In-work Poverty Summit in January 2020, aimed at redesigning the way our economy and workplaces operate to help people break free of poverty.
- **Delivering our Digital Skills Strategy** – We have been, as part of the Rt. Hon. Lord Mayor Peter Estlin's work on Shaping Tomorrow's City Today, working with businesses to take responsibility for filling the digital skills gaps and shortages they identify and predict for the future within their workforce. This is particularly important for a workforce's social mobility, as those without the necessary digital skills, who are therefore digitally excluded, are more likely to find themselves without a job, or with fewer job prospects, in the longer-term. It is therefore vital that businesses commit to the learning and development of their workforce and ensure that they have a sustainable hiring pipeline. Our work in this area has resulted in the development of a UK-wide and cross-sectoral coalition, 'future.now', dedicated to motivating people and businesses to boost their digital skills.



Teams working on this outcome:

Innovation and Growth,

Human Resources,

Strategic Education, Skills and Culture Unit,

Corporate Strategy and Performance.

What we have achieved since September 2018

Detailed case study – Living Wage Campaign, February 2019



Campaign reached over **5 million** people



Won the '**Industry Champion Award**' for the campaign



33% increase in enquiries to Living Wage Foundation

In partnership with the Living Wage Foundation, we launched a two-week campaign in February 2019 that involved **social media, newspaper advertising, 17 posters in 10 of London's busiest tube stations** including Liverpool Street, Euston, Victoria and Paddington, and **direct discussions with City businesses**, all focussing on encouraging more City financial and professional services firms to pay the London Living Wage of £10.55 per hour. The initiative was launched at the Museum of London where City businesses, MPs and councillors joined ambassadors from City firms already paying the London Living Wage.

The high impact, high quality campaign was one of our widest reaching campaigns to-date, reaching **over five million people** across the capital – **1.3 million people** were reached via the underground posters and a **further 3.8 million people** reached via our social media campaign.

In the first month after the campaign there were:

14 enquiries from non-accredited employers about LLW accreditation as a direct result of the two-week campaign. This represents a **33% increase** in enquiries from the Square Mile compared to the previous fortnight before the campaign.

One new City employer, Cielo Talent Management, progressed to full accreditation

The Living Wage Foundation awarded us the Industry Champion Award in their annual Living Wage Champion Awards in June 2019, stating that the campaign was innovative, bold and demonstrative of our continued commitment to the Living Wage. We are proud to be an advocate for the Living Wage, as we recognise that unless people are paid properly for their work, they cannot achieve social mobility.

This case study links to **outcome three** of the Strategy – '*Businesses and organisations are representative and trusted*', by supporting businesses to take an inclusive and cross-organisational approach to identify and address barriers to employment and progression.

What we have achieved since September 2018

Outcome 4 – We role model and enable social mobility in the way we operate as an organisation and employer

Our highlights

- **Supporting the Living Wage Foundation** – We continue to be a living wage employer and charitable funder, as well as investing for a second year in hosting the 2019 Living Wage Annual Awards. Low pay is a barrier to individuals being able to progress in their careers, and by committing to the Living Wage, we are able to ensure that our employees at every level of the organisation have the financial security and resilience they need to succeed.
- **Staff Networks** – We employed a Diversity and Engagement Lead for the first-time to ensure the organisation is implementing best practice in organisational equality, diversity and inclusion and to provide support to our volunteer-led Staff Inclusion Networks. In the past year the networks have been re-branded from 'Diversity' to 'Inclusion Networks'. We also re-launched Carers and Parents Network and we joined the Stonewall Diversity Champions Programme. Our networks are a vital way in which we ensure that our organisation is inclusive for all – especially those experiencing disadvantage or from lower socio-economic backgrounds. They are also an essential vehicle through which we can offer our staff mentoring opportunities.
- **Recruitment and Selection Practices** – In 2018/19, 4.1% of our workforce were apprentices, exceeding the Government's public sector target of 2.3%, providing even more ways for people with or without formal qualifications to come and work for us. We have also developed a new recruitment website, video and branding approach, which is aimed at encouraging people from more diverse backgrounds to work for us, with a particular focus on strengthening our employer brand and improving the accessibility of our recruitment literature, in order to encourage a wider range of people to come and work for us.

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Teams working on this outcome:

Procurement,
 Central Grants Unit,
 Human Resources,
 Equalities and Inclusion Board,
 Corporate Philanthropy and Volunteering.

What we have achieved since September 2018

Detailed case study – Social Mobility Employer Index Ranking and Feedback, September 2019



Ranked **56** in the
2019 index



Improvement of 10
places, compared to
our ranking in 2018



Commended for our
organisation-wide
commitment to
social mobility

In 2019, 125 cross-sectoral employers from across the UK entered the Social Mobility Employer Index, which is in its third year and is run by the Social Mobility Foundation. We were pleased to have been ranked 56, and therefore featured as part of their published Top 75 of employers. Our inclusion in the Index is a positive external confirmation of our commitment to taking action to ensure that we are open to accessing and progressing talent from all backgrounds. The Index result recognised that by launching a 10-year corporate strategy on social mobility, we have demonstrated that social mobility is a key long-term strategic priority for the organisation that has been endorsed by senior officers and elected Members.

Our feedback has provided us with several key areas that we must either sustain or develop further, including:

- Ensuring that the outreach work that we do through our educational and cultural institutions continues to target schools with above average levels of Free School Meals, low levels of attainment or without existing relationships with a wide range of employers. We must now turn our attention to linking our outreach work with our own recruitment pipeline.
- Continuing to offer a range of apprenticeships, including higher apprenticeships, which are a genuine route into the organisations and allow for ongoing career progression.
- Encouraging our supply chains to take action on social mobility through our commitment to procuring services responsibly and sustainably, thus helping to create a positive chain-reaction by asking suppliers about their approach to social mobility as part of our contracting processes, including committing to working with the to build joint initiatives to tackle the problem.
- Collecting data to really evidence the impact of the work that we are doing remains an area of weakness, which we must commit to addressing in the coming year.

This case study links to **outcome four** of the strategy – ‘We role model and enable social mobility in the way we operate as an organisation and employer’, by reviewing and improving our organisational working practices, at an employee, volunteer and elected Member level, to ensure that these do not act as barriers to social mobility and that they attract and nurture signs of people’s ability to succeed in our workforce.

Our performance framework



In April 2019, we agreed a performance framework for the strategy, shown at **Appendix Three**. It commits us to measuring the effectiveness and impact of our work against 37 key performance indicators (KPIs), which are aligned to our four outcome areas, and high-level activities. The performance framework also enables us to clearly demonstrate our impact against our Corporate Plan for 2018-23, which is outlined in **Appendix Four**.

The performance framework is an exciting development in the implementation of the strategy and sets us on a journey to collecting baseline and benchmarking data, meaning that in time we will be able to set targets and report on the impact we are having. **In future reports, we will provide baseline and benchmark data for all 37 KPIs, and our targets – these are all still being developed, although we are able to provide some information on the KPIs below.**

Through this performance framework, we will be able to monitor our impact against the following over-arching measures of success that are written in the strategy:

1. Our employees, as well as the learners, residents and work population we work with achieve positive social mobility, by nurturing their skills and talents to increase their access to opportunity within a society that understands the need for an importance of social mobility.
We demonstrate through collaboration, partnership work, innovation and longitudinal evaluation the ways to ensure equality of opportunity for all and the removal of structural inequalities and barriers within our own organisation and beyond.
3. The City of London Corporation is considered a valued advocate and thought leader for social mobility in the Square Mile, the City, London, the UK and beyond.

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90% of our family of schools are rated as 'good' or 'outstanding'

68% of our adults, children and young people who were referred to safeguarding expressed their outcomes were fully met

100% of our housing stock meets and/or exceeds 'decent homes' standards

100% of City families take up the two-year-old free early learning offer

200 organisations and **70,598 Londoners** benefitted from City Bridge Trust funding

97 FPS firms in the Square Mile have adopted the London Living Wage

4% increase in number of Business Healthy member organisations and **55% increase** in number of individual members since 2019

Ranked 56 in the Social Mobility Employer Index in 2019

742 employees are signed up to our staff inclusion networks, with 170 actively attending events.

Our gender pay gap is **6.4%** (2018)

4.1% of our workforce are apprentices

Planning for the coming year

We are pleased to demonstrate our continued commitment to social mobility in pursuit of our vision for a society where people from all socio-economic backgrounds can flourish and reach their full potential. We are proud of what we have achieved in the last year and to share our progress through this report. This strategy has ensured that we have a shared understanding of what social mobility means to us and what our role is in improving social mobility for employees, residents, learners, pupils, workers, organisations and employers. It is still early days for this ten-year strategy, and so in the coming year, we will work hard to consolidate and embed our successes by continuing to work collaboratively to deliver innovative and impactful activities.

Whilst many of the activities in our action plan will continue and develop, we will also spend the next year focusing on:

- Page: 15
- Fully implementing the strategy's performance framework
 - Testing the feasibility of a multi-generational and longitudinal study
 - Embedding a corporate approach to our external communications, influencing and thought leadership activities on social mobility.
 - Identifying and developing new activities that we can deliver in this space.

We are continually enhancing our understanding and knowledge of social mobility in the context of the people, outcomes, activities and enablers that we have prioritised. By committing to learning from what we are doing, we will improve and develop further our work to bridge and reduce the socio-economic divides that the people we work with are experiencing or tackling.

By delivering this strategy **we hope to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate, compete and succeed.**



Appendix 1 – One page summary

Our definition of social mobility

The ability and opportunity for individuals, families or groups to progress within a society to reach their full potential – in terms of income, education, employment, perceived social status, housing and place/postcode.

Why us

The City of London Corporation is committed to championing social mobility throughout our work internally and with our unique combination of stakeholders spanning the private, public, charitable and community sectors across the Square Mile, the City, London, the UK and beyond. Social mobility is a key organisational priority outlined in our Corporate Plan (CP) for 2018-23, which will help to deliver our aims to contribute to a flourishing society and support a thriving economy.

Who we will work with

Our resident and worker population, businesses in the City, the charities and good causes we support through our charitable giving, our learners across our family of schools and cultural institutions, government and policy makers.

Our Vision

People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.

Our Aim

To bridge and reduce the social and economic divides that may be experienced by people during their lifetime, by maximising and promoting social mobility within businesses, organisations, central and local government and educational and cultural institutions.

Our Outcomes

Everyone can develop the skills and talent they need to thrive.

Links to CP Outcome 3

Opportunity is accessed more evenly and equally across society.

Links to CP Outcome 3

Businesses and organisations are representative and trusted.

Links to CP Outcome 8

We role model and enable social mobility in the way we operate as an organisation and employer.

Links to CP Outcome 5

Our Activities

- Prepare our learners for the jobs of the future.
- Raise educational and employment aspiration and attainment.

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment.
- Support and deliver social action, social integration, networking and understand the impact of conscious and unconscious biases.

- Promote and encourage the need for and benefits of social mobility across business and government.
- Support organisations, government and policy makers to improve their own practices and leadership to facilitate social mobility.

- Identify and address barriers to employment and progression inclusively.
- Review our organisational working practices to ensure that these do not act as barriers to social mobility.
- Champion equality, diversity and inclusion.

Our Success Measures

Over the next 10 years, we will be a valued advocate and thought leader for social mobility, committing to collaboration, partnership work, innovation and longitudinal evaluation, to ensure equality of opportunity for all and the removal of structural inequalities and barriers within our own organisation and beyond. We won't just work to level the playing field, we will make it fairer too. p.15

Appendix 2 – Detailed action plan



The full detailed action plan is available to download at request. If you would like a copy of the action plan, please email Sufina Ahmad, Corporate Strategy Manager, at sufina.ahmad@cityoflondon.gov.uk.

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Social Mobility Strategy, 2018-28: Potential today, success tomorrow										
Our vision: People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.										
Outcome 4: We role model and enable social mobility in the way we operate as an organisation and employer.										
Beacon Projects - highlighted in green, on table below										
Action	Lead Department/s	Resourcing confirmed?	Stakeholder Group	High Level Activity	Associated Enabler (for HLA)	Associated KPI (Basket of indicators)	CP Outcome / HLA	Primary link to other corporate strategy/plan	Geography covered by activity	RAG
Re-brand and deliver the Employee Volunteering Programme - creating meaningful volunteering opportunities that support staff development and progression,	CBT	Yes	Our volunteers	Take an inclusive and cross-organisational approach to identify and address barriers to employment and progression.	Improved organisational practices to champion and enabler socio-economic diversity	Number of staff taking part in the EVP in the last 12 months	5d. Advocate and facilitate greater levels of giving time, skills, knowledge, advice and money.	Corporate Volunteering	Organisation	On track/ongoing
Continue to be a London Living Wage Charitable Funder	CBT	Yes	Organisations	Take an inclusive and cross-organisational approach to identify and address barriers to employment and progression.	Improved organisational practices to champion and enabler socio-economic diversity			Bridging Divides	London	On track/ongoing
Role model high impact philanthropy with a focus on increasing social mobility.	CBT	Yes	Organisations	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.	The development of personal attributes and 'soft' skills, such as networking, communication etc	Monetary amount of philanthropic activity delivered by the City Corporation	5d. Advocate and facilitate greater levels of giving time, skills, knowledge, advice and money.	Philanthropy	London	Delayed
Continue to be London Living Wage Employer, including for apprenticeships, internships and traineeships, and supply chain.	Chamberlain's	Yes	Our employees	Review and improve our organisational working practices, at an employee, volunteer and elected Member level, to ensure that these do not act as barriers to social mobility and that they attract and nurture the signs of people's ability to succeed in our workforce.	Improved organisational practices to champion and enabler socio-economic diversity			Responsible Business	London	On track/ongoing
Deliver the Equalities and Inclusion Board Action Plan (overarching plan)	DCCS	Yes	Our employees	Champion equality, diversity and inclusion, particularly in terms of equality of opportunity and provision.	Improved organisational practices to champion and enabler socio-economic diversity	% improvement in diversity in organisational and institutional activities	3a. Promote and champion diversity, inclusion and the removal of insitutional barriers and structural inequalities.	Equality and Inclusion Action Plan	Organisation	On track/ongoing

RAG Ratings	
Complete	Complete
On track/ongoing	On track/ongoing
Delayed	Delayed
Not on track	Not on track

Appendix 3 – Performance Framework



1. Everyone can develop the skills and talent they need to thrive.

HLA: Prepare our learners for the jobs of the future.

people volunteering or involved in community activities

learners gaining a national accreditation

learners enrolled in training and courses

apprenticeships

work experience placements

HLA: Raise educational and employment aspiration and attainment.

% NEET

School 'Progress 8' and 'Attainment 8' score

% of City family of schools rated as 'good' or 'outstanding'

% uptake of fusion skills curriculum across our educational and cultural institutions

% reduction of City firms experiencing skills gaps

visitors to community facilities and open spaces

% adults, children and young people referred to safeguarding whose expressed outcomes are met

participating in creative/cultural learning programmes

3. Businesses and organisations are representative and trusted.

HLA: Promote and encourage the need for and benefits of social mobility across business and government.

% increase in FPS firms adopting the London Living Wage

Increase in ranking and numbers of FPS firms in the Social Mobility Index

HLA: Support organisations, government and policy makers to improve their own practices and leadership to facilitate social mobility.

Increase membership and participation in 'Business Healthy'

FPS firms including trustworthiness in their board agendas

#FPS firms offering apprenticeship schemes

work experience placements

% reduction of City firms experiencing skills gaps

2. Opportunity is accessed more evenly and equally across society.

HLA: Remove barriers, overcome gaps and improve access and participation in order to improve attainment.

% of our housing stock meeting and/or exceeding 'decent homes' standards.

% City families taking up the two year old free early learning offering

new social homes completed

Intended # beneficiaries benefiting from CBT funding

Reduction in the prevalence of mental health across communities in the Sq. M

% of CoL collections available digitally

HLA: Support and deliver social action, social integration, networking and understand the impact of conscious and unconscious biases.

% diversity of residents, learners, workers and visitors at City sites/institutions

people volunteering or involved in community activities

% people who report increased quality of life after relevant interventions

4. We role model and enable social mobility in the way we operate as an organisation and employer.

HLA: Identify and address barriers to employment and progression inclusively.

% workforce from excluded or protected groups who progress within 5 years

% apprentices/ work experience/ volunteers securing employment upon completion

% workforce that are apprentices

work experience placements (for org)

% improvement in diversity in organisational and institutional activities

Number of staff taking part in the EVP in the last 12 months

attending showcasing events/recruitment drives

HLA: Review our organisational working practices to ensure that these do not act as barriers to social mobility.

Ranking in the SMEI

Gender pay gap (internal)

HLA: Champion equality, diversity and inclusion.

Monetary amount of philanthropic activity delivered by the City Corporation.

of (active) employees in staff diversity networks

Appendix 4 – Alignment to our Corporate Plan

Corporate Plan links

The KPIs we have identified align, primarily, to the achievement of the following Corporate Plan outcomes and high-level activities:

- **Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential**
 - Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
 - Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
 - Promote effective progression through fulfilling education and employment.
 - Cultivate excellence in academia, sport and creative and performing arts.
- **Outcome 5 – Businesses are trusted and socially and environmentally responsible**
 - Support, celebrate and advocate responsible practices and investments.
 - Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money.
- **Outcome 8 – We have access to skills and talent o Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.**
 - Champion access to global talent.
 - Identify future skills needs, shortages and saturations.
 - Champion investment in relevant skills and diverse talent pools.

Additionally, there are several KPIs within our performance framework that also support the achievement of the following CP outcomes:

- **Outcome 1 – People are safe and feel safe**
- **Outcome 2 – People enjoy good health and wellbeing**
- **Outcome 4 – Communities are cohesive and have the facilities they need**
- **Outcome 7 – We are a global hub for innovation in financial and professional services, commerce and culture**
- **Outcome 10 – We inspire enterprise, excellence, creativity and collaboration**

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**Digital Skills Strategy – Annual Report
for 2018-19**
Shaping tomorrow's City Today

Report Authors: Jessica Walsh, Digital Skills Strategy Officer and Sufina Ahmad, Corporate Strategy Manager

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. The Digital Skills Strategy 2018-23, which is summarised in one page at Appendix One, was designed to outline the positive and cumulative impact we hope to have now and in the future as a digital leader and innovator, whilst maintaining the City's global position and competitiveness as a leading financial and commercial centre. The strategy was agreed in September 2018, and this report provides an update on the actions we have taken in partnership with others over the last 12 months against our three priority areas of **Digital Competitiveness**, **Digital Creativity** and **Digital Citizenship**. The overall scope of this strategy is ambitious – it calls for us to further define and understand the issues and opportunities that the digital skills agenda presents to:

- The residents, learners and workers we work with directly.
- The businesses we support in the City, London and beyond and local, regional, central and global governments.
- The communities we support through our charitable giving, distributed mainly via City Bridge Trust.

To achieve this we are investing in activities and interventions that improve digital skills, promote good practice, drive digital productivity and competitiveness and ensure social inclusion.

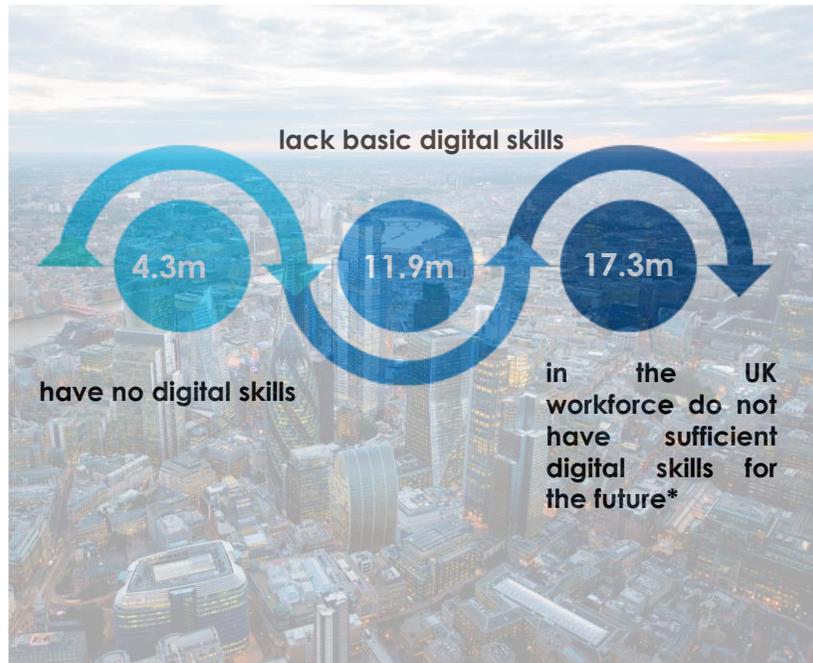
Defining digital skills:



The set of skills, attitudes and values that enable people and businesses to thrive and flourish in current and future digital environments. Our vision around digital skills is for: People and businesses, across the City, London and beyond, to be equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive.

Digital skills underpin all aspects of our lives - both work and life. We have been working to ensure we continually improve and improve digital skills to ensure people and businesses can thrive.

The productivity and competitiveness argument



Globally, there is agreement that we are living through a digital skills crisis, which is causing an unprecedented digital skills gap, as well as issues around productivity and business growth nationally and internationally. A report by the House of Commons Science and Technology Committee estimated that the digital skills gap currently **costs the UK economy £63 billion a year**. Ultimately, to address the crisis we must act now and respond with competitive, creative and inclusive solutions. For the City and the UK to retain its economic position and competitiveness we must embrace the digital economy and address the issues that employers, including City employers and high growth Small and Medium Enterprises (SMEs), are reporting on their skills gaps and shortages in digital skills generally, and advanced and specialist skills specifically. They also cite the need for a workforce that is equipped with the necessary fusion skills through which they can operate effectively within a digital economy and workforce.

The citizenship argument

Digital skills also present wider considerations in the context of citizenship. By ensuring inclusive and safe access to digital skills, we can empower people to be more socially included, confident and resilient. In the UK alone it is estimated that **11.9 million adults lack basic digital skills**, and are at significant risk of being left behind in the digital age*.

Equally, strong digital skills have a positive and cumulative effect on social mobility. Where people are equipped with digital skills and know how to use and apply them effectively, they will have better opportunities and potential to benefit from and contribute to a digital world.



This strategy has direct links with the Rt. Hon. Lord Mayor Peter Estlin's programme of work for 2018/19 – 'Shaping Tomorrow's City Today'. The programme focuses on promoting innovation and technology, championing digital skills and addressing digital and social inclusion. It is also very well-connected to the work of our Chair of Policy and Resources Catherine McGuinness. Catherine is part of the strategic advisory group for the Financial Services Skills Taskforce, which is covered in more detail under Digital Competitiveness, later in this report, and she is a committed and vocal advocate for FinTech.

digital skills are also being prioritised within our other strategic work programmes on employability, education, skills and cultural and creative learning. The strategy also aligns to our aims to contribute to a flourishing society, support a thriving economy and shape outstanding environments, as set out in our Corporate Plan for 2018-23. To bridge the gap between challenge and opportunity we have sought to implement digital skills across numerous policy areas.

In the last year, we have built a strong foundation and narrative from which our outward-facing digital skills work with multiple stakeholders across different sectors and geographies can be championed, progressed and delivered. This report is the first that will be produced over the course of this strategy. We will share it internally and externally, to demonstrate our continued commitment to the digital skills agenda and the City's role as a digital leader.



Oversight and responsibility for the strategy

Since September 2017, a Digital Skills Group (DSG) has been convened quarterly by Andrew Carter, Director of the Department for Community and Children's Services (DCCS) and Damian Nussbaum, Director of Innovation and Growth (IG), who are the joint Senior Responsible Officers (SRO) for this strategy. The DSG is cross-departmental and includes officers from:

- DCCS, including the City Corporation family of schools,
- Innovation and Growth,
- Corporate Strategy and Performance,
- The Lord Mayor's Appeal,
- Culture Mile Learning,
- City Bridge Trust (CBT), and
- The City of London Police (as required).

Within the DGS, there are designated leads for the three strategic priorities of Digital Competitiveness, Digital Creativity and Digital Citizenship. To ensure the successful delivery of the strategy, £65,000 of additional funding was agreed for a Digital Skills Strategy Officer (DSSO) for 12-months. The post-holder started in March 2019, and they are responsible for programme management, reporting and oversight of the strategy. By working closely with and supporting stakeholders and our staff, they ensure that our activities are delivered successfully. It is our hope that this role will support the departments involved in this strategy to consolidate their learning and plan for ways in which to embed this work fully until 2023.

Our annual action plan

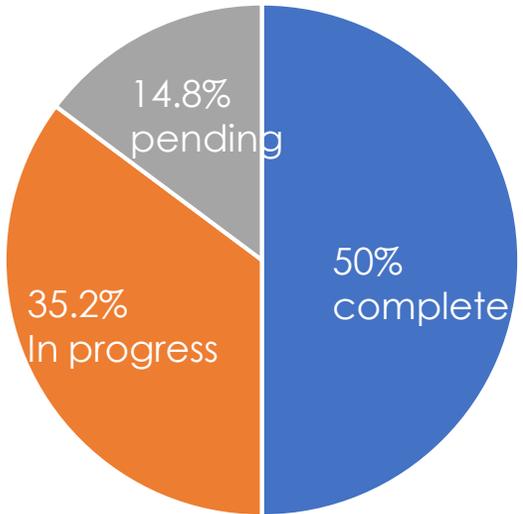
This section provides an overview of the strategy's annual action plan, which was created in March 2019 and translates the strategy into concrete, attainable and measurable steps. In order to develop the action plan, which is available in full at **Appendix Three**, an internal mapping exercise was undertaken, which identified key activities that were already happening or planned in relation to the strategy – all of which are being delivered using the budgets and resources agreed for the 2018/19 and 2019/20 financial years. The action plan provides the following information for each activity:

Page 27

- The lead department and named responsible officer
- The key stakeholder group being worked with and the geographical area covered
- Which priority area, high level activity and associated enabler, as outlined in the Digital Skills Strategy, the activity relates to
- A key performance indicator (KPI) that the activity will be measured against, which is taken from the organisation's Corporate Performance Framework (CPF)
- The associated outcome and high-level activity from our Corporate Plan
- Any other corporate strategies that the action is linked to.

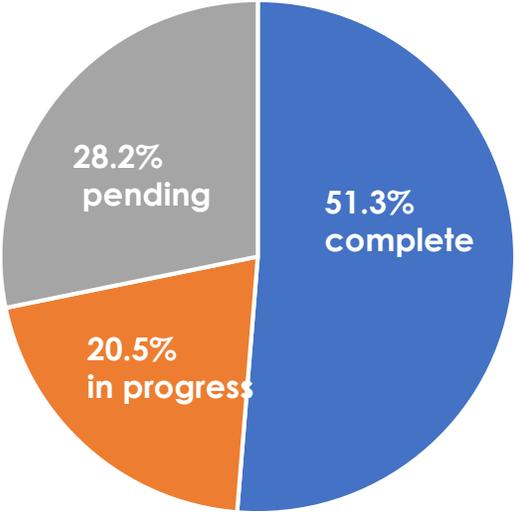
This action plan has also been supported by the *STCT* Action Plan and relevant activities that align to this strategy have been mapped across. This report shares the key highlights, case studies, performance data and teams that are involved for each of the strategy's three priority areas.

Analysis of full action plan
(Total 88 activities in year one)

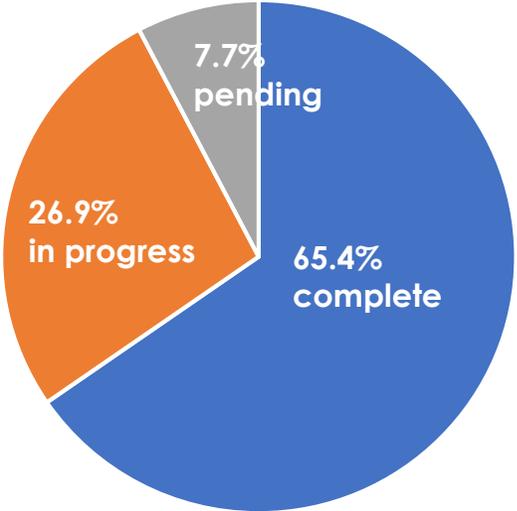


Progress analysis by priority area

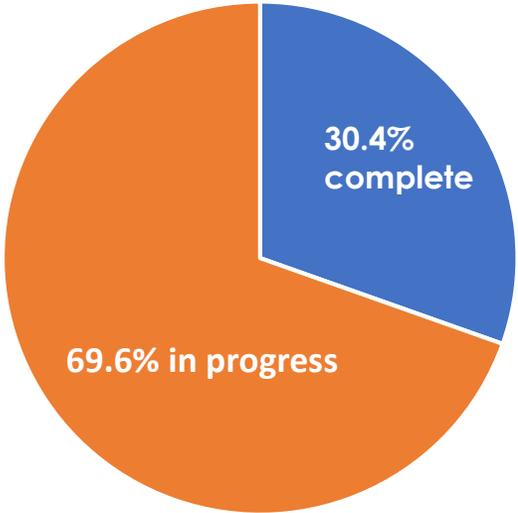
Priority one – Digital Competitiveness
Total 39 activities



Priority two – Digital Creativity
Total 26 activities



Priority three – Digital Citizenship
Total 23 activities



Priority One – Digital Competitiveness

Key highlights

Financial Services Skills Taskforce

Since January 2019, we have seconded a member of our Innovation and Growth Team to the Chancellor's Financial Services Skills Taskforce, which is chaired by Mark Hoban and convened by TheCityUK, with support from the City of London Corporation and EY. The interim report was released in June 2019 and showcased the major skills challenges facing the financial services sector, including its low spend on training, the fact that its skills needs are evolving faster than roles can be filled, the lack of understanding and awareness of future roles and careers in the sector and the risk that the sector will be left behind in the race for skilled tech talent. This taskforce is essential in supporting the sector to address these technological and social challenges.

CAP Talent

12 week internships paid at London living wage for undergraduates with tech start-ups designed to improve employability on graduation and boost start-up productivity. Delivered by Capital Enterprise who are funded by CoLC to broker the placements. 30 students from 15 universities have so far been placed in internships with tech start-ups, with more starts in the pipeline

Sector Deal for Professional & Business Services (PBS) (Industrial Strategy)

A sector deal proposal was submitted to BEIS in July with strong CoLC contribution to the developing talent (apprenticeships) workstream in the sector deal proposals. We continue to be involved in ongoing discussions with BEIS re: final acceptance of the proposals. We are also shaping a longer-term development plan for the UK PBS sector, focusing on a detailed analysis of current job roles and skills vs needs in 5-10 years in order to establish an action plan for recruitment, workforce development and lifelong learning.

Global Cyber Alliance at Cyber Trends, 8 May 2019

The City of London Police, in partnership with Verizon, hosted a half-day event with over **200 businesses**, including small and medium enterprises, and government officials and leaders to discuss the most pressing cyber trends, challenges and solutions impacting us now and in the future. This event featured discussions on: the Internet of Things (IoT) effect, with a particular focus on the risks these pose to cities and nations; how to ensure smaller businesses remain cyber secure; and the economic imperative to invest in security. This event is part of a much wider programme of work that the City of London Police leads around cyber security for the Square Mile, London, the UK and other countries. In addition to this event City of London Police have held **14 Cyber Griffin events in 2018-19, attended by 528 people.**



The teams working on Digital Competitiveness are:

- Innovation and Growth
- Mansion House
- IT
- The Lord Mayor's Appeal



This case study links to our work on Digital Competitiveness and Digital Citizenship.

Our work to establish future.now supports digital competitiveness by bringing stakeholders together to discuss, understand and define the digital skills requirements in the world of work now and in the future, and how these will be addressed.

future.now is a game-changing initiative that will take an evidence and impact-based approach to support up to 33.5 million people throughout the UK, consisting of: 4.3 million without any digital skills; 11.9 million lacking basic digital skills; and 17.3 million in work without sufficient digital skills for the future. It will map and magnify existing digital skills initiatives and expert practitioners in order to understand what works and why, as well as signposting and scaling their work, filling gaps and preventing duplication. future.now will develop behaviour change campaigns too that are focussed on changing people's attitudes to digital skills – motivating them to acquire these skills. future.now wants to shift the dial and ensure the entire UK population has the necessary digital skills, and the Rt. Hon. Lord Mayor Peter Estlin has confirmed that he will be publicly involved in future.now after his Lord Mayoralty term comes to an end. Other organisations confirmed as being publicly involved in future.now are: Accenture, Lloyds Banking Group, BT, The Good Things Foundation and Nominet. This is an exciting movement which embodies the City Corporation's convening authority and voice and will deliver considerable impact on our digital world.

future.now has a strong fit with the City Corporation's strategic aims. Outcome nine of the City Corporation's Corporate Plan states the organisation's commitment to being 'digitally and physically well-connected and responsive'. One of the ways of achieving this is through the implementation of this strategy and the work of future.now.

To achieve its vision and mission, the coalition will:

- Convene and mobilise business, government and practitioners in common cause against a shared view of the challenge and opportunity
- **Map** and **magnify** existing initiatives and expert practitioners, so we:
 - Understand what's already working
 - Signpost and help scale the most effective
 - Use our insight to highlight and close provision gaps (which could be subject matter, region, demographic, industry)
 - Stop duplication
- Coordinate the development of behaviour change campaign(s) to change attitudes towards digital skills, so we:
 - Contribute to build a positive culture of lifelong learning through digital as a route to personal and UK success.
 - **Motivate** people to want to build their digital skills.
- **Measure** and build a better evidence base, so we:
 - can we accurately identify the activities that deliver the greatest impact

future.now will be launched as a public-facing entity on 10/10 at Mansion House and will feature key speakers such as the Rt. Hon. Lord Mayor and other senior representatives from those involved in the coalition. We are extremely proud to have led on the development of future.now in partnership with others and look forward to sustaining and growing these relationships. It is clear that it will be a significant and positive movement through which partners will work collaboratively to harness their collective expertise and resources to address the digital skills gaps.

Priority Two – Digital Creativity

Key highlights

London Careers Festival/Digital Day, 17-21 June 2019

In partnership with businesses, institutional employers, Livery Companies and a wide array of educational establishments and partners, the City Corporation's Education Board funded and delivered the London Careers Festival for the first time from 17-21 June 2019. The Festival hosted a free programme of events focusing on skills, including digital skills, work experience, employability and jobs of the future, which over **5,000 children and young people** from **over 130 schools, sixth-form colleges and youth groups** signed up to. A total of **175 organisations** took part in the London Careers Festival, and there was a dedicated **'Digital Skills Day'**, which **eight** different London schools attended and involved **six companies**, including **Microsoft, Barclays, Network Rail, London Southbank University, Birkbeck University** and **Makers**, who hosted a number of sessions that focused on careers involving digital skills. Feedback was very positive and worked towards raising awareness of jobs in the tech space.

Ada Lovelace Day, 9 October 2018

The Strategic Education Unit were supporters and promoters of an event to mark Ada Lovelace Day 2018, which was organised by Founders4Schools. The event was held at The Crick Institute, where young women in secondary school heard from a diverse group of women from the world of science, maths and business. Over 60 girls from the City Family of Schools attended, and we will be sending students at our schools again in 2019.

City of London Family of School Fusion skills curriculum pilots

There are fusion skills pilots running in over 50% of the City's family of schools. Fusion skills prioritise the pursuit of so called 'soft' and creative skills, alongside technical and digital skills, in order to prepare pupils to thrive and succeed in the digital age. The City of London Academy Islington (CoLAI) is piloting how to reimagine the role of technology and fusion skills within the current curriculum for years seven and eight. The City of London School is doing a similar pilot but across all year groups. Fusion skills pilots are also happening within our primary schools too. At the City of London Primary Academy Islington (CoLPAI), they are designing integrated learning approaches by using the arts, including digital forms of art, as the basis for developing fusion skills. At Galleywall Primary School, they have developed an attributes-based pilot, which emphasises digital skills as an attribute, and Redriff Primary School is focusing on children's use of meta data to self-improve their learning (especially in reading).



The teams working on Digital Creativity are:

- Adult Skills and Education Services
- Barbican and Community Libraries
- Strategic Education, Skills and Culture Unit





Page 32 Cities of the Future 6/7 June 2019

Our work to design and deliver the Cities of the Future Event supports digital creativity by working with others to identify impactful digital ideas that can be scaled and developed by our learners, in partnership with others.

The event was held in June 2019 and focussed on developing a national and international standard for fusion skills, including a fusion assessment tool and how fusion skills can be applied to school settings and those in lifelong learning. The event also considered the role of fusion skills in supporting cities, or parts of cities, where there is a clear link between education, business, technology and cultural and creative sectors, with those in attendance hearing how these areas had effectively harnessed the power of these sectors to achieve the best possible outcomes. Over **145 delegates** from across the creative and tech sectors attended the event, with delegates arriving from across the UK, as well as Reykjavik, Nacka, Eindhoven, Bamberg, Oulu and Vienna. Delegates all shared a zealous commitment to improving their shared understanding of fusion skills and increasing the awareness of the importance of 21st century skills across the educational sector, employers and Government.

The event also included the formal launch of a piece of Nesta research funded by the City of London Corporation on: [Transferable Skills in the Workplace](#). The research was informed by an exploratory research project that was organised by the City of London Corporation and Nesta with **101 UK employers** between November 2018 and January 2019. The research was designed to understand more about the value employers place on transferable skills, especially when candidates apply for roles where they lack the necessary technical skills. The key findings from the research highlighted the need for employers to better assess and balance a candidate's job-specific technical skills and experience against other factors, which we term as 'transferable' skills and are increasingly important for the future of work. In fact, Three-quarters (74%) of employers prioritised transferable skills equal to or above technical skills when recruiting new employees.

Following the meeting held on 7th June 2019 on the development of fusion skills which was attended by several UK and European cities, several reports are being prepared to distribute to the participants and as wider resources. These include:

- A summary report of the meeting
- An A-Z guide to practical actions to build fusion skills
- A white paper on fusion skills for the future for a more general audience.

The OECD (The Organisation for Economic Co-operation and Development) are showing strong interest in our work and are issuing an invitation for us to attend a round table event to be held in Korea from 22nd-28th October 2019 and a final round table in Russia early in 2020. They see the work we are doing as very relevant to their E2030 (Education 2030) project which is creating a compass to guide education planning and delivery post 2030.

Work on a fusion skills assessment tool is also progressing with a meeting scheduled with Dr Yuhyun Park. There is also a link to Carole Still at Coventry University's innovation centre and she has approval to focus her PhD around fusion skills, looking at the senior school and university entry level and graduate attribute level, and this collaboration is bringing considerable added value.

The Fusion Challenge Prize Launch

Culture Mile Learning held the first of three key events as part of the Fusion Challenge Prize with an event on 17th September 2019 at the Barbican Centre. Schools, universities, charities, businesses, social entrepreneurs and others with an interest in skills development, the value of creativity, innovation and social mobility will be invited to attend an afternoon of talks, workshops, performances and networking opportunities. Delegates will work together to pitch ideas for innovative programmes or products designed to develop the creative, communication, organisational and thinking skills of London's young people through cultural experiences.

This is the first of a series designed to spark innovation, creativity and to help form collaborative connections, and there will be two more events coming up in October and November 2019. The process will end in April 2020, when one solution will be awarded £50,000 to develop it. The Fusion Challenge Prize is also being supported in partnership with London East Bank (adjacent to the former Olympic site).

Fusion skills vs digital skills

Digital skills do not sit alone. They take their place within a broader framework, often referred to as 'fusion skills' or '21st century skills'. Fusion Skills are all terms frequently used to describe the sets of qualities, attitudes and values which enable people to thrive and flourish in future technologically mediated environments. We are interested in the fusion of creative invention and technological innovation which is so distinctive of the UK's Creative and Digital Industries and which underpins its competitive advantage. These Fusion Skills combine creativity, arts and design with technology and business skills, reflecting how future life is transformed by the fusion of these disciplines, generating opportunities for new businesses, products and services.

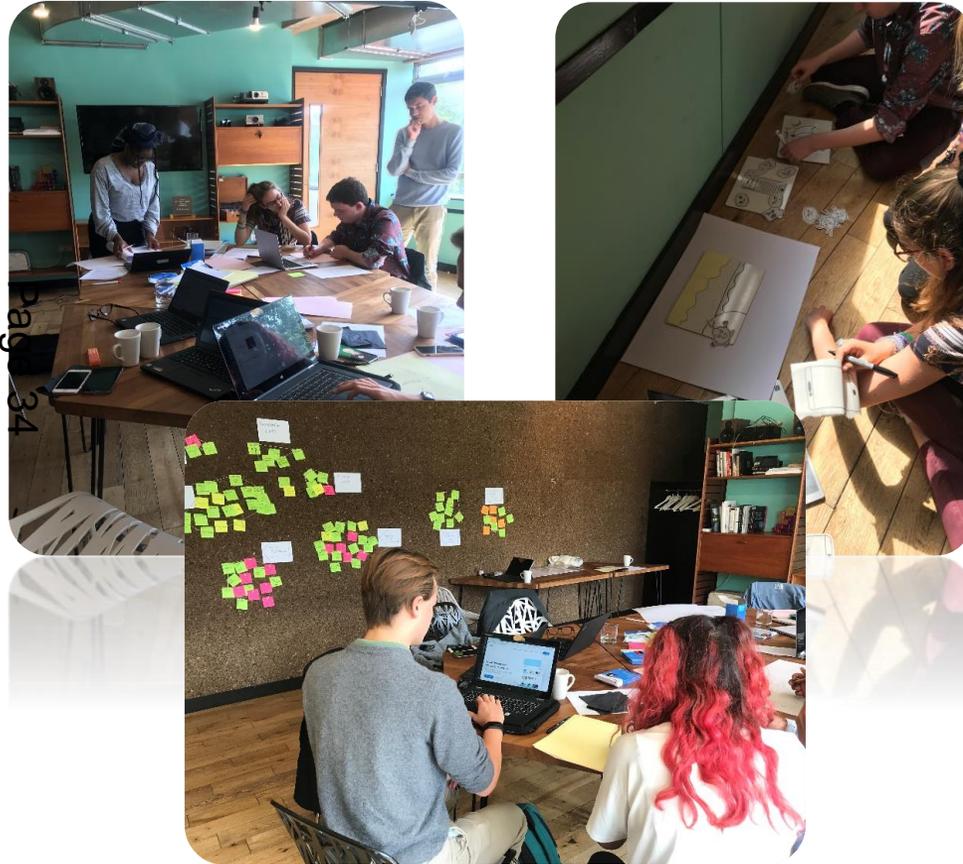


Case study: City No.3 Digital Workshops

This case study links to our work on Digital Creativity.

Hosted at the Trampery Old Street hub for creative start-ups and entrepreneurs, Founders of the Future's Liam Tootill ran a two-day workshop with five Sixth Form students who attended the Lord Mayor's City No. 3 Breakfast. The aim of the workshops was for the students to develop an app, a poster, and a video to assist SEND children in staying safe online.

The workshops also benefitted from a visit by Founder and CEO of The Trampery Charles Armstrong and Philip Glanville, the Mayor of Hackney, who observed the workshop and offered students the chance to present their initial ideas. The workshops required the young people to work intensively in a small team to communicate and collaborate throughout the design process, from researching the target audience and brainstorming some of the issues affecting vulnerable young people online. Feedback from the students has been extremely positive and they will be presenting their work at the next City No.3 Breakfast in October to the Lord Mayor. It is also intended for the students to host a stall at the launch of future.now on 10/10 and talk to their work and the fusion skills processes they used to quickly achieve their outcomes.



Raising awareness of digital skills

Preparing our learners for the future

Priority Three – Digital Citizenship

Key highlights

She Can Be

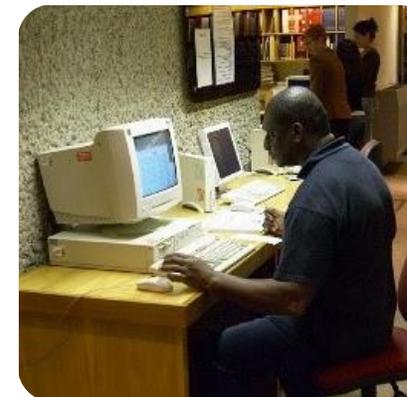
This one day event aims to change the perceptions of young women and City organisations alike, by providing a platform for participants to challenge companies and identify what needs to change in order to make them more inclusive. At this year's event **180 young women** learnt more about roles in **28 organisations** in the City and the digital skills required to excel in them. During the discussions, those involved learnt about the variety of roles in the City, how their skills are transferable to the workplace, the diversity of backgrounds of women working there and why the City wants to recruit them.

CAST Hackathons

The Centre for the Acceleration of Digital Technology (CAST) developed and ran three deep-dive workshops for independent funders at Mansion House in March and April 2019 to focus on how to better fund digital initiatives. These sessions outlined some of the opportunities and challenges of funding digital skills related activities and gave participants a practical introduction to some key digital design principles and approaches. Over **42 representatives** from **31 different funders** attended the workshops and indicated that the workshops had improved their understanding, confidence and focus around funding digital. Further work is planned with CAST to follow up with all participants and develop a series of follow-up sessions and activities that meet their needs.

Only Connect

Since September 2018, weekly drop-in sessions have been organised on Tuesday evenings at Barbican Library, Golden Lane Community Centre, Aldgate Pavilion and Mansell Street, where people can either bring their own gadgets and get help on how to use them or use one of ours if they don't yet own one. This project is a partnership with City of London and Age UK and is focused on assisting older people with digital skills, especially in relation to tackling social isolation. To-date, **64 people** have attended these sessions. This work is in addition to the ongoing commitment to digital skills shown by all our community libraries, which provide free access to space and materials, including Microsoft, computers, the internet and deliver programmes, classes and courses, such as the Code Club, which encourage skills and digital skills development and lifelong learning.



The teams working on Digital Citizenship are:

- City Bridge Trust
- Barbican and Community Libraries
- The Lord Mayor's Appeal
- Town Clerk's (London Metropolitan Archives)

Case study: The Catalyst

[This case study links to our work on Digital Citizenship.](#)

The charitable sector plays a crucial role in addressing digital and social exclusion through providing funding to support system change. However, there is an acknowledged lack of skills within this sector to fully harness the opportunities digital technology affords to accelerate solutions to social issues. Building on the strategic commitments of the strategy to use digital skills to connect the capital, enable positive transitions and provide advice and support and the oxygen of the Lord Mayor's championship, City Bridge Trust (CBT) is focused on upskilling funders to better support digital innovation.

In May 2019, CBT agreed over **£750,000 of funding** for two highly complementary and mutually reinforcing digital initiatives which collectively provide significant capacity to better support charitable organisations respond to and utilise the digital opportunities for the benefit of their service users.

The Catalyst is a collaboration to drive the digital transformation of UK civil society in the UK. Other funders behind the **£2.1m per annum** funding stream are the National Lottery Community Fund, Comic Relief, Esmée Fairbairn Foundation, Paul Hamlyn Foundation and the Department of Digital, Culture, Media and Sport. This will be the first time the UK's social sector has had a dedicated, high-profile coalition jointly funding and championing the digital skills agenda which will aim to embed digital skills within civil society and scale up the delivery of digital programmes known to improve services and resilience amongst not-for-profits, especially digital leadership and service-design programmes.



The Catalyst will act as a focal point for advocacy and further action; leverage and coordinate the expertise and resources of hundreds of partners; and build on and scale up tested approaches in support of thousands of charities and social enterprises. The Catalyst launched on 11 July 2019, and featured a range of speakers including Margot James, former Secretary of State for Digital and Creative Industries (DCMS) and David Farnsworth, Director of CBT. Moving forward The Catalyst will be a live vehicle through which we can deliver sustainable and positive transformative change on digital skills for the charitable sector.

Our performance framework

Our framework (Appendix 2) commits us to measuring the effectiveness and impact of our work against 19 key performance indicators (KPIs), which are aligned to the strategy's three priority areas, as well as demonstrating our impact against our Corporate Plan for 2018-23.

The performance framework is an exciting development in the implementation of the strategy and sets us on a journey to collecting baseline and benchmarking data, meaning that in time we will be able to set targets and report on the impact we are having.

The key measure of success for this strategy is that businesses and other communities and stakeholders that we support, including our residents, learners and workers, will have the digital skills they need to thrive in a digital economy and society. We will embed collaboration, thought leadership and innovation across all aspects of our digital skills work, sharing our learning, including our use and support for the DQ™ framework, with the stakeholders we work with internally and externally from different sectors and with a global outlook.

The first year of this strategy has been a year of discovery.

We are continually enhancing our understanding and knowledge of digital skills and how they exist and develop across a spectrum. It is also clear that digital skills is a fluid term, beginning as the idea of technical skills and over time developing to cover attitudes and emotional characteristics as the digital world develops. As we become more familiar with our priority areas and the challenges of the digital skills gap, further informed by the work of future.now, we have moved away from our second impact measure relating to the DQ framework, which assesses digital skills within a broader framework and the connection to character qualities such as emotional intelligence. Instead, we are currently benefitting from other frameworks such as the Essential Digital Skills Framework for life and work, created by Lloyds Banking Group and used in their Consumer Digital Index, in which specific skills are based on specific groups. Used by government, industry and academia alike, it sets out the standard of what citizens in the UK need to achieve in order to participate fully in the digital world. This work is further being explored through future.now.

We are also in a position to make use of the fusion skills framework, which we developed in partnership with Nesta, and is highlighted in our key highlights for digital creativity. The implication of these frameworks means that we can better identify the groups of people who need the skills and the context in which they will use them i.e. work, everyday life, formal and informal learning. We will however continue to champion the DQ™ framework. Meetings to accelerate the connections and share work in area of fusion skills continues particularly around the importance of collaboration, bringing together the different pieces of the puzzle; the sharing economy and open standards instead of open sourcing; differentiation, personal as well as global; lifelong learning; the need for transparency; a community of language, an agreed 'taxonomy' of terminology.

The measure workstream of future.now will also be instrumental in providing measurement to help us build a better evidence base and can accurately identify the activities that deliver the greatest impact.



Digital skills will continue to be of strategic importance to the UK for the foreseeable future. We are therefore committed to pursuing our strategic vision for people and businesses, across the City, London and beyond, to be equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive, safeguarding of the City's status as a global leader.

The strategy is a framework and an established mechanism through which this first year has been used to set the right foundations from which we can progress digital skills for our organisation and employees, our residents, and the businesses and their workers we support across the City, London and the UK. The strategy has gained momentum and represents an exciting opportunity for us to show true leadership. We will work to consolidate and embed our early successes by continuing to work collaboratively to deliver innovative and impactful activities.

Whilst many of the activities in our action plan will continue and develop, we will also spend the next year focusing on:

- Providing support to **future.now** as it transitions into being an external-facing entity, following its launch on 10 October 2019

Presently the City Corporation have supported future.now through in-kind contributions in terms of venues for meetings and support from officers based within Mansion House, Innovation and Growth and the Town Clerk's department. The future role of the City Corporation as part of future.now is still being finalised.

- Social Value Panel recommendations for IT Procurement:

DSSO worked with procurement to help to frame the 'social value' component of our internal IT contract due to begin from 2020 onwards. This has unlocked funding for the successful contractor to work with our residents and learners under the citizenship and creativity pillars. The IT contract has gone to tender with the announcement of award expected in December 2019. Outputs expected include: Apprenticeships, Work placements for young people and Work placements for adults, Digital inclusion workshops for adult learners, Education/ careers visits with our sponsored CoL academies in Southwark, Islington and Hackney, as well as the annual careers fair held at the Guildhall and Cyber security/ digital skills workshop(s) for the charity sector and/or voluntary and community sector enterprises.

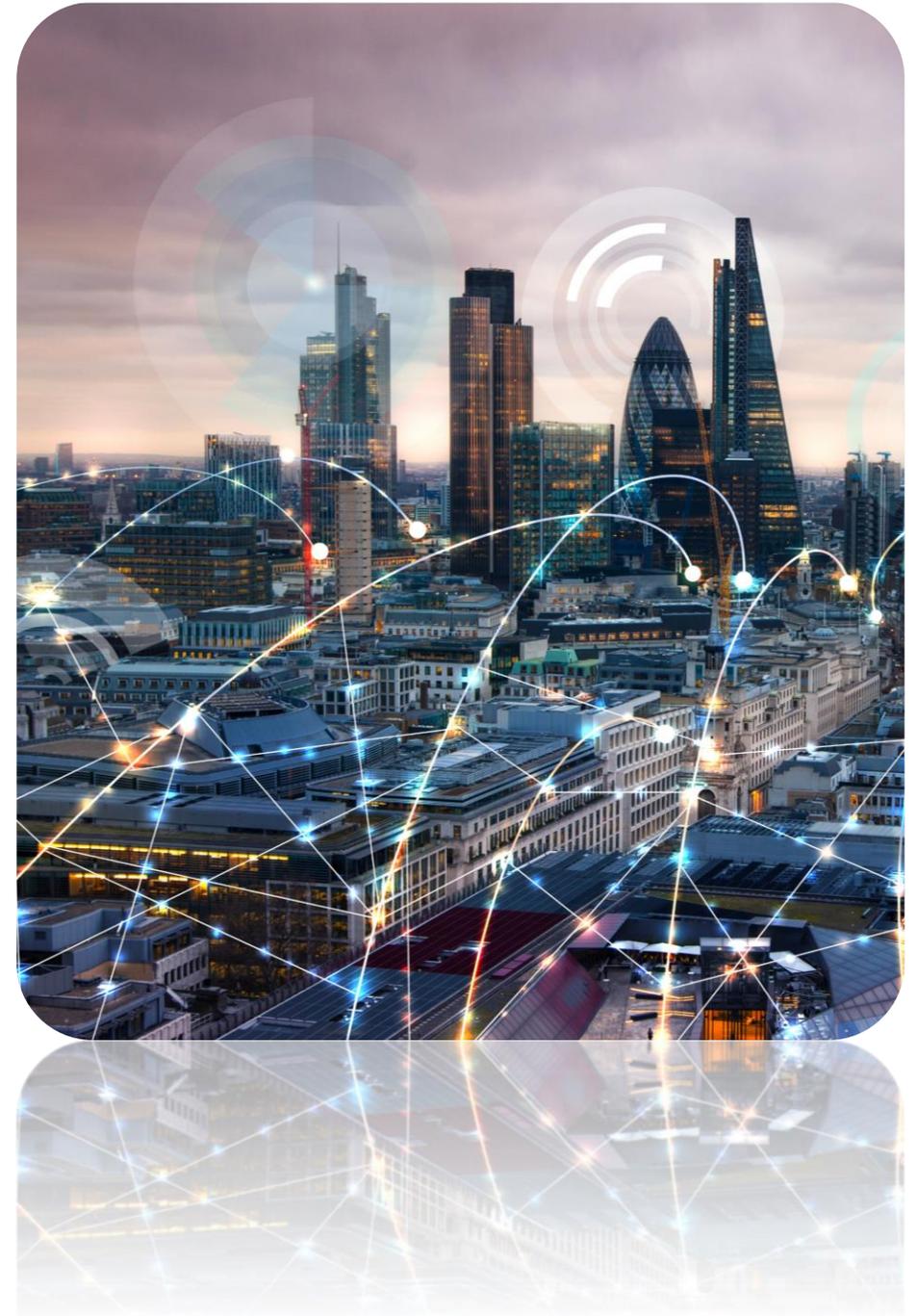
We will also be working in the next year to:

- Establish an informal partnership with Microsoft to collaborate on activities and projects that serve the strategy.
- Foster and embed lifelong learning that is focussed on digital skills in community engagement work through coffee mornings with Toynbee Hall.
- Work with Barbican and community libraries on the delivery of their current and future digital skills enhancement projects.
- Fully implement the strategy's performance framework.
- Identify and develop new activities that we can deliver in this space.

The first-year action plan was created in March 2019 in line with the DSSO role, which means the next plan would begin in March 2020. As a result of lessons learnt, the next action plan will run for 18 months from March 2020 until September 2021.

The City of London Corporation will maintain its commitment to digital skills, reflecting its status as a global leader and ensuring that we have the digital skills to drive productivity and promote social inclusion.

We are pleased to share the commitment enshrined in this report to ensure both people and businesses can thrive in the digital age.





EXECUTIVE SUMMARY: Digital Skills Strategy at the City of London Corporation, 2018 – 23

Shaping tomorrow's City today

About us:

The City Corporation's reach extends far beyond the boundaries of the Square Mile and the City, across the private, public, charitable and community sectors. Our digital skills strategy supports the aims set out in our Corporate Plan for 2018-23 to contribute to a flourishing society, support a thriving economy and shape outstanding environments.

Our Vision:

People and businesses, across the City, London and beyond, are equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive.

Our Outcomes:

1. The City, London and the UK have the skills, talent and digital expertise they need to drive digital productivity and competitiveness.
2. People and businesses have the digital skills they need to thrive in all aspects of their lives.

Who will we work with:

- The residents, learners and workers we work with directly.
 - The businesses we support in the City, London and beyond and local, regional, central and global governments.
- The communities we support through our charitable giving, distributed mainly via City Bridge Trust.

Our priorities

Digital Competitiveness

Digital Creativity

Digital Citizenship

Our activities

Working with businesses we will explore the ways in which we can:

- Support digital innovation and enterprise.
- Fill the digital skills gaps and shortages that businesses identify.
- Prevent and safeguard against cyber-attacks and cyber terrorism.

[Links to Corporate Plan Outcomes 5, 6, 7, 8.](#)

Working with businesses, educators and civil society, we will consider how we can:

- Raise educational aspiration and attainment in terms of digital skills.
- Prepare our learners, for the jobs of the future, in terms of the necessary digital skills, behaviours, attitudes and competencies.

[Links to Corporate Plan Outcomes 3, 8, 10.](#)

Working with individuals and communities, we will consider how we can:

- Use digital skills to address barriers and gaps to improve access and participation.
- Use digital skills to connect the capital, enable positive transitions and provide advice and support.
- Improve cyber, digital and financial inclusion and safety.

[Links to Corporate Plan Outcomes 1, 2, 3, 4.](#)

Implementing this strategy:

We will embed collaboration, thought leadership and innovation across all aspects of our digital skills work, in order to deliver the vision, priorities, outcomes and activities set out in this strategy, developing responses and interventions to the issues and opportunities that digital skills present society and the economy. We will promote and share our learning, championing the DQ™ digital intelligence framework as part of this. We will look outwards to identify where we want to intervene and track our impact.

Definition of digital skills:

Digital skills are the set of skills, attitudes and values which will enable people to thrive and flourish in current and future digital environments.

Outcomes:

- 1. The City, London and the UK have the skills, talent and digital expertise they need to drive digital productivity and competitiveness.
- 2. People and businesses have the digital skills they need to thrive in all aspects of their lives.

Total CPF KPI's: 18

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Digital Competitiveness

HLA: Support the digital innovation and enterprise

- London is #1 financial centre (Global Financial Centres Index)
- London's position in the Green Finance Index % increase in UK and India figures for fintech adoption
- % of Square Mile with coverage and connections to FTP fibre and 4G (5G) broadband

HLA: Fill the digital skills gaps and shortages that businesses identify

- % reduction in City firms experiencing skills gaps
- % positive feedback from businesses on CoLs role in creating solutions that ensure FPS has access to the digital talent it needs

HLA: Prevent and safeguard against cyber-attacks and cyber terrorism

- # of cyber attacks identified and resolved



Digital Creativity

HLA: Raise educational aspiration and attainment in terms of digital skills.

- School 'Progress 8' and 'Attainment 8' score
- # learners gaining a national accreditation
- # learners enrolled in training and courses

HLA: Prepare our learners, for the jobs of the future, in terms of the necessary digital skills, behaviours, attitudes and competencies.

- # participating in creative/cultural learning programmes (as per education, cultural and creative learning and skills strategies)
- # attending showcasing events/recruitment drives
- # work experience placements
- % uptake of fusion skills curriculum across our educational and cultural institutions



Digital Citizenship

HLA: Use digital skills to address barriers and gaps to improve access and participation.

- % of CoL collections available digitally

HLA: Use digital skills to connect the capital, enable positive transitions and provide advice and support.

- % people who report increased quality of life after relevant interventions
- # people benefitting from CBT funding



Responsible Business Strategy

Towards a sustainable future

Annual report 2018-19



Annual Report 2018-19

Introduction

We are pleased to provide an annual update on the actions and activities outlined in the City of London's Responsible Business Strategy for 2018-2023. The first year of the strategy has been exciting and challenging. We have made great strides to change the way we work, build on our existing strengths and learn from others to further our commitment to:

Create positive impact and reduce negative impact across all our activities and decisions because it is the right thing to do and will help ensure a sustainable future.

The need for businesses and organisations to demonstrate responsible business by putting more back into society and the environment than they take out has become an even more pressing issue since the strategy was developed and launched in September 2018. Our commitment to support businesses in this area has been reaffirmed by our ongoing work on this strategy, as well as the refocusing of our newly reformed Innovation and Growth team on Environmental, Social, Governance (ESG) investment. This new team launched the Green Finance Institute in July 2019, co-sponsored by the government, to promote responsible and green investing, with plans to develop a Social Impact Investment Institute. These exciting initiatives aim to produce whole-scale systems change and will cement our place, along with our multi-sector partners, as a leading Global Green and Social Finance Centre.

Along with our wide-ranging external work promoting and enabling more responsible business, we have ensured that our own actions and processes are as responsible as possible over the last 12 months. We developed and implemented a Green and Sustainable Financing Framework as well as becoming a signatory of the Principles of Responsible Investment (formerly the UNPRI), demonstrating our own commitment to green and responsible investment. We pledged to eliminate unnecessary plastic waste from our buildings by April 2020, aiming to do our part to protect the planet against this growing issue. Our work to progress an ambitious Climate Action Strategy has gained momentum and represents an exciting and key moment for our organisation in responding to the greatest global threat to our society, environment and economy.

This report provides an overview of an exciting first year in our journey to becoming an even more responsible business, and outlines how we continue this journey across the next four years of our Responsible Business Strategy.

Supporting the United Nations Sustainable Development Goals (SDGs)

The UN Sustainable Development Goals provide a comprehensive framework for organisations to assess, understand and make a positive impact on the major issues impacting society, the environment and the economy. As an organisation with reach locally, nationally and internationally, we are committed to working towards achieving the SDGs.

Our responsible business strategy impacts directly on nine UN SDGs pictured in the graphic to the right.

1 NO POVERTY



- ✓ Pay and support the uptake of the London living wage

3 GOOD HEALTH AND WELL-BEING



- ✓ Improve the health and wellbeing of our workforce
- ✓ Improve local air quality in the Square Mile

5 GENDER EQUALITY



- ✓ Promote the safety of groups facing discrimination and harassment
- ✓ Increase gender-balance of and progress gender pay equality

8 DECENT WORK AND ECONOMIC GROWTH



- ✓ Enhance access to training and skills
- ✓ Create pathways to fulfilling employment
- ✓ Develop clear progression pathways
- ✓ Produce and implement actions on annual Modern Slavery Statement

10 REDUCED INEQUALITIES



- ✓ Develop and implement a social mobility strategy
- ✓ Ensure diversity and representation within decision-making processes

11 SUSTAINABLE CITIES AND COMMUNITIES



- ✓ Set challenging environmental targets for developers and contractors
- ✓ Use planning policy to prioritise sustainable development

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



- ✓ Improve waste reduction and collection, including recycling, across all our operational properties.
- ✓ Promote circular economy principles.
- ✓ Eliminate single use plastics

13 CLIMATE ACTION



- ✓ Develop and implement a Climate Action Strategy
- ✓ Source 100% renewable electricity
- ✓ Invest in renewable energy installations
- ✓ Reduce energy use in our offices.

15 LIFE ON LAND



- ✓ Protect existing habitats and create new biodiverse habitats
- ✓ Support the continued management of 11,000 acres of green space in and around London

Our approach to Responsible Business

Areas of focus

Our strategy focuses on two outcomes; **individuals and communities flourish**, and **the planet is healthier**. Each outcome has a set of priority areas for 2018-23 outlined in the table to the right, along with eight responsible business practices to guide our work.

Materiality

There are hundreds of social and environmental issues facing the planet; within our supply chains, our communities and our business. Our materiality assessment identified 19 key material issues and opportunities, giving direction for the focus of our work into the future. Eight of these material issues were considered to be priorities for the five year duration of this strategy. We will periodically update our materiality assessment to capture new risks and opportunities that the organisation faces.

Governance

The Responsible Business Strategic Group – This group is co-chaired by the Chamberlain and Director of City Bridge Trust, led by the Head of Responsible Business, and comprised of senior leaders. It is responsible for the strategic direction of Responsible Business within the organisation.

Summit Group – The senior leadership group responsible for decision making across the organisation and ultimately responsible for all responsible business related activity.

Policy and Resources Committee – The senior committee comprised of elected members that have oversight for all responsible business related activity.

Individuals and communities flourish Priority areas <ul style="list-style-type: none">✓ People's wellbeing✓ Equal opportunities✓ Diverse organisations	Responsible business practices <ul style="list-style-type: none">✓ Engaging our employees✓ Using our convening power✓ Connecting our communities✓ Ensuring transparency✓ Preventing bribery, corruption and fraud✓ Promoting human rights✓ Championing responsible investment✓ Leading responsible procurement
The planet is healthier Priority areas <ul style="list-style-type: none">✓ Air quality✓ Waste✓ Plastics and packaging✓ Climate change✓ Biodiversity	

Reporting and transparency

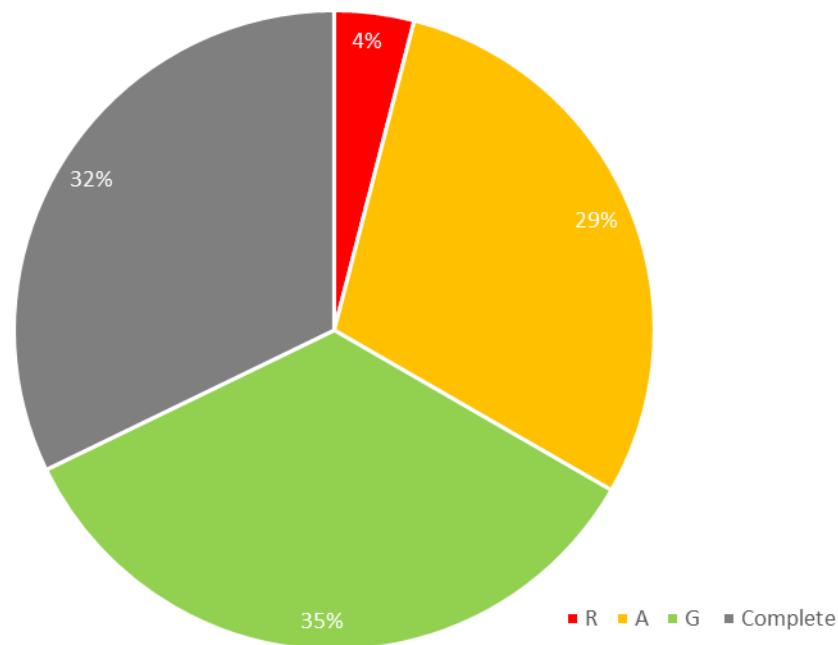
This report highlights our key achievements and areas to progress which is available on our website to download.

Key responsible business performance indicators are reported against periodically as part of the organisation's Corporate Performance Framework, demonstrating the integration of responsible business priorities in the organisation.

Overview of progress against action plan in 2018-19

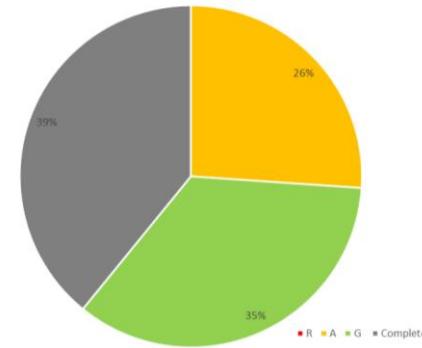
Each of the priority areas has an accompanying action plan which directs our work. Below we provide a RAG rating update on each of the priority areas in achieving the actions set out in the action plans:

Overall progress

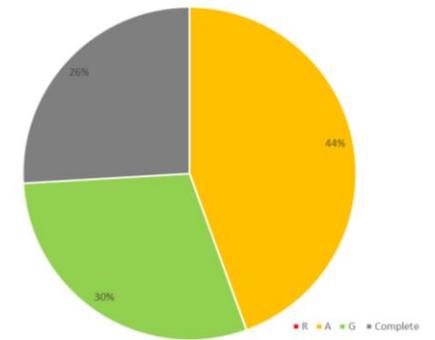


The Responsible Business action plan consists of 174 actions across the eight priority areas. In 2018-19, we completed 54 actions, and are on track to complete a further 47 actions representing 66% of the actions we have committed to. 4% of our actions are classified as a red risk, however, we have mitigation actions in place to manage these risks and course correct the action plan.

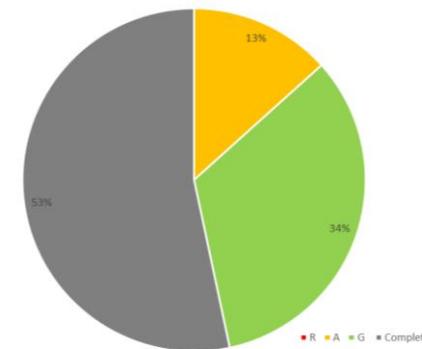
Equal opportunities



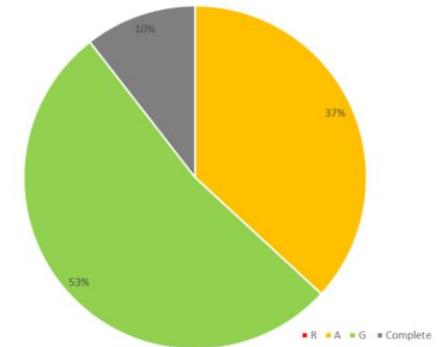
Air quality



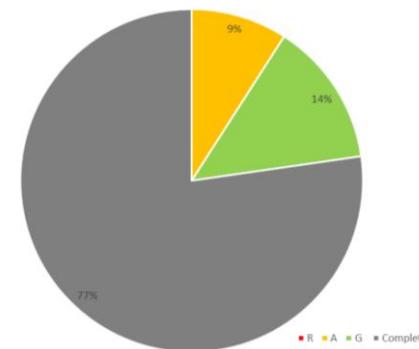
Diverse organisations



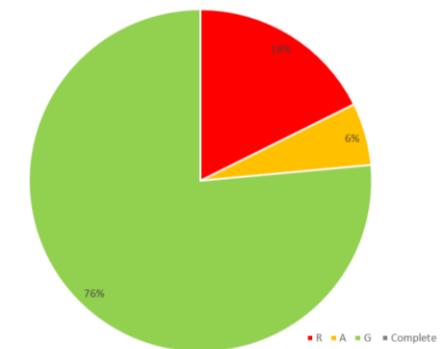
Waste



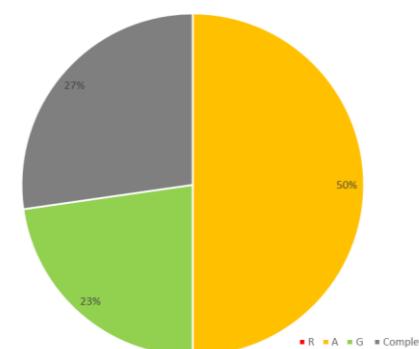
People's wellbeing



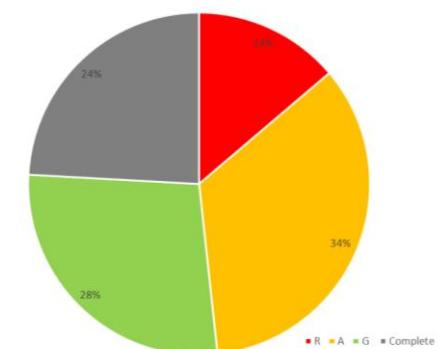
Plastic & packaging



Biodiversity



Climate change



Individuals & communities flourish

Key highlights 2019

100 mental health first aid trained employees

£21m in funding to support positive transitions through our charitable funder

5000 young people attended our careers fair

143 apprentices across the organisation

33% senior roles held by women

66% of staff report a good work life balance

170 active members of our 6 staff diversity networks



People's wellbeing

100 mental health first aid trained employees

7% reduction in noise complaints in the Square Mile

£21m in funding to support positive transitions through our charitable funder

Key highlights

Committing to tackling mental health at work

We have invested in in-house Mental Health First Aid Instructors, and to date over 100 colleagues from across our organisation have been trained from two Superintendents in Markets and Consumer Protection to a Senior Librarian in Guildhall School and security professionals at Central Criminal Court. Our Mental Health First Aiders have supported colleagues at work and are making a positive and measurable difference. A trained Mental Health First Aider can start productive conversations about mental health, be a role model for how to manage mental health, promote greater understanding of it and play a significant part in ending stigma and discrimination in the workplace. We have also trained over 200 managers in mandatory Mental Health Awareness including three Chief Officers.

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Engaging our employees – Hayley's story

'I have been a Mental Health First Aider (MHFA) for over a year and have helped a number of people from both within the organisation and outside by listening to them when they need someone to talk to and signposting them to help when they need it. All those I have listened to have expressed their thanks for the listening ear following our discussion and a number have expressed their appreciation that the City Corporation is taking mental health seriously by commissioning the training of MHFAs. I have also been approached by line managers who have asked for advice on how best they can help a person in their team who is going through a tough time with their mental health. This is a huge positive, as it shows a culture change is beginning to happen as mental health is being considered when line managers are leading their teams.' **Hayley (Town Clerk's)**

Teams working on this priority area

Health and Safety

Public Protection

City of London Police

City Bridge Trust

Equal opportunities

5000 young people attended our careers fair

143 apprentices across the organisation

5m people engaged through our Living Wage campaign

Key highlights

Making a fair and level playing field

In 2018, we launched our ambitious 10-year social mobility strategy, aiming to make the playing field fairer. We want to help create a society where individuals from all socio-economic backgrounds can flourish and reach their full potential. The strategy outlines four overarching outcomes and 81 actions for the organisation to undertake. As of this year, 10% of the action plan is complete and a further 84% are ongoing or on track. Activities include 5000 young people attending a careers festival, 100 young people participating in a summer learning programme, our 10-year partnership with the Prince's Trust and ongoing support of the Living Wage Foundation.

Investing in apprentices

By 2023, we aim to have 10% of our workforce as apprentices. We have increased our efforts to deliver our apprenticeships strategy with 143 (4%) apprentices (level 2-7) across our wide range of roles, departments and sectors.

Paying a living wage

We have been a supporter of the Living Wage since 2014, but this year we took our commitment to reducing in-work poverty further. Our new policy on paying London Living Wage includes our apprentices, work experience students (2-8 weeks) and any contractor or subcontractor we employ for two hours or more. We supported our business community to adopt the Living Wage through delivering a successful media campaign reaching five million people in the Square Mile. We also hosted the Living Wage Foundation Awards for the second year running, and were the recipients of an industry award.

Connecting our communities

We are committed to including our communities in our decision making processes. Each year we hold an annual residents meeting to hear from our residents about their concerns. We also have a variety of consultative committees and forums consisting of local and user group representatives who are invited to work with us to ensure the best services are provided.

- Teams working on this priority area
- Human resources
- Innovation and Growth
- Procurement
- Corporate Strategy & Performance

Diverse organisations

33% senior roles held by women

6.4% gender pay gap

170 active members of our 6 staff diversity networks

Key highlights

Promoting Women in Finance

As an organisation working directly with the finance sector, we are committed to breaking down structural barriers to the success of women and minorities. Signing the Women in Finance Charter is an example of our commitment and shows how we role model best practice within our own organisation. As part of our pledge, we have committed to increasing the number of women in senior roles (G grade and above) across all areas of the organisation, not just finance, to 45% by 2023 from the current 33%.

Working on pay equity

Along with publishing our gender pay gap (6.4%), we have undertaken an analysis of our ethnicity pay gap (20%) and disability pay gap (8.7%). In order to tackle these gaps and bring pay equity across the organisation, we have developed an ambitious Equality and Inclusion Action Plan led by Human Resources and Community and Children's Services.

Attracting diverse talent

We are committed to ensuring that our organisation is diverse, and that we champion this at every level and stage of our organisation and processes. As part of our wider Attracting Talent programme, we are excited to be creating a recruitment brand that reflects that commitment. 'We are the City of Whatever we make it' was launched in 2019 in order to broaden the pool of those who could engage with us as a potential employer and attract diverse applicants. The City of London Corporation is the City of opportunities, diversity, social and commercial impact, innovation, responsibility, heritage, change and so much more.

Teams working on this priority area

Human resources

Innovation and Growth

Engaging our employees – Kate's story

This is Me is a pioneering campaign encouraging organisations to share their employees' lived experiences about mental health through blogs, video or other mediums. Kate, a Learning Project Officer for Open Spaces, and one of the City of London Corporation's Mental Health First Aiders, shared her experience of being diagnosed with depression and anxiety as a teenager. She now champions better mental health, encouraging others who may need to seek extra help to do so. Kate's inspirational video was showcased during Mental Health Awareness Week in May 2019, and at our joint CityWell and Staff Network event "Make Time for Mental Health" at Mansion House.

The planet is healthier

Key highlights 2019

100% renewable electricity

168 kg plastic saved through 'naked mail'

2.5% reduction in energy consumption

14 vehicles replaced with electric vehicles

54000 square meters of green roof in the Square Mile

149 free water Refill sites in the Square Mile

12% reduction in NO₂ levels across our monitoring sites

Biodiversity

80% of Sites of Special Scientific Interest (SSSI) are 'favourable' or 'unfavourable recovering'

54000 square meters of green roof in the Square Mile

Key highlights

Securing a new nature reserve in London

In partnership with Croydon Council, we launched a new National Nature Reserve (NNR) covering 417 hectares of open space, and with a wide variety of habitats and biodiversity. Croydon has the largest population of all the London Boroughs and given its urban location, it's population will benefit greatly from access to nature and open space. The NNR is the third in London and connects a large population with the natural landscape.

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Leading responsible procurement

Since its launch in July 2016, the Responsible Procurement (RP) Strategy has helped ensure that the City Corporation's approach to contracting reflects our values and ambitions. This includes social value (employability – from apprenticeships to care leavers, social mobility and inclusion, local environment and economy), environmental sustainability (climate change mitigation and resilience, low environmental impact materials, methods and equipment) and ethical sourcing (human and labour rights, combatting modern slavery). It has achieved this by providing a framework through which corporate and departmental strategies, alongside wider national and international goals, are translated into requirements and targets for supply chain partners.

Alongside our internal work, we have lead on responsible procurement on the national and international stage including presenting at the Ethical Trading Initiative's International Public Procurement Conference, the United Nations Conference on Business and Human Rights, and the International workshop on Human Rights and Public Procurement.



Teams working on this priority area

Open spaces

Planning

Public realm

Energy and sustainability

Climate change

100% renewable electricity

2.5% reduction in energy consumption

47% developments rated BREEAM excellent or outstanding

Key highlights

Mapping the path to a climate positive future

In September 2019, we will have a Climate Action Briefing which outlines our approach to developing an ambitious, evidence-based Climate Action Strategy by June 2020. The implementation of this briefing will mean that we are able to set credible net zero carbon targets, putting us on a path to be climate positive in the Square Mile and across our own assets, as well as enabling us to determine the climate resilience and climate adaptation measures we will need to invest in over the medium and long-term.

Preparing the Square Mile for increased flooding

As weather patterns change due to climate change, the risk of flooding to businesses along the riverside increases (from surface water flooding and breach flooding). However, many businesses and residents are not aware of the risks to their premises, so we have been preparing flood risk briefing notes for individual properties along the riverside. Information in the documents include maps of the flood risk, condition of the flood defence, planning policy relating to flooding and sustainable drainage options. These notes are used to influence developers to ensure that buildings are resilient to this increased risk.

Committing to 100% renewable electricity

We have committed to purchasing 100% renewable electricity as part of our ambitions to reduce the carbon impact of our operations. Alongside this, we are currently investigating how we can provide additionality to the grid through a power purchase agreement.

Championing responsible investment

Along with our work launching the Green Finance Institute, we have also taken steps to ensure that we prioritise responsible investment. We published a Responsible Investment Policy, became a signatory of the Principles of Responsible Investment (formerly UNPRI), and developed a 'Green and Sustainable Financing Framework'.

Teams working on this priority area

Energy & Sustainability

Responsible Procurement

Environmental Resilience

Innovation

Plastics & packaging

168 kg plastic saved through 'naked mail'

86000 employees engaged through PFC campaign

149 free water Refill sites in the Square Mile

Key highlights

Going plastic free by 2021

In July 2019, we pledged to eliminate unnecessary plastic waste from our entire operations by 2021, with the Guildhall and Mansion House committing to an earlier deadline of April 2020. A core project team has been working hard to make this commitment a reality. We have already taken practical steps such as eliminating disposable coffee cups and plastic cutlery at our staff canteen and implementing 'naked mail' for our paper-based publications. We have also restricted the purchasing of single use plastics through our online catalogues and ran a month-long plastic-free campaign for staff. There is still much to do but we have made many positive steps already.

Making the Square Mile plastic free

As part of our external work as a responsible business, we launched a successful campaign in the Square Mile to encourage other businesses to go plastic-free called the Plastic-Free City Campaign. So far, 79 companies with 86000 employees have signed up to our pledge and received support and advice on reducing plastics in their operations.

Using our convening power

We are committed to increasing gender equality in the Financial and Professional Services (FPS) sector. In partnership with the Government Equalities Office, we convened the FPS sector to map out opportunities for women's progression in the workplace. The resultant toolkit provides clear guidelines on how to create an inclusive workplace culture through strong participation of women.



Teams working on this priority area

Plastic Free City

Facilities management

Internal communications

Waste and recycling

Air quality

12% reduction in NO₂ levels across our monitoring sites

14 vehicles replaced with electric vehicles

4 local primary schools supported on air quality initiatives

Key highlights

Delivering healthy air in the City of London

We agreed our ambitious new Air Quality Strategy in 2019 which sets out our vision, aims and activities to ensure that the Square Mile has air that is healthy to breathe. Our goal is for nitrogen dioxide to meet health-based Limit Values and WHO Guidelines in over 90% of the Square Mile by 2025 and achieve WHO Guidelines for PM₁₀ and PM_{2.5} in the shortest possible time. We will do this in three ways: by focusing on the air itself and reducing pollution both from our own operations and influencing our partners through our role as a planning authority; using data and technology to reduce exposure to poor air quality; and providing leadership and facilitating collaboration across London.

Being leaders on air quality for London

We continue to provide leadership on the air quality across London and the UK through our work with partners and other local authorities. We chair and convene the London Air Quality Steering Group. We have hosted a variety of high-profile air quality meetings including the 120th anniversary of Environmental Protection UK and the Association of London Environmental Health Managers reaching over 100 key professionals in the sector. We have also run workshops for schools and non-profits, as well as hosted international politicians aiming to learn about how to successfully improve air quality in large cities.

Transitioning to an electric fleet

We are committed to reducing our own environmental impact on air quality through our vehicle fleet. This year, we agreed an ambitious policy aiming to transition to an electric fleet. In total, we have replaced 14 vehicles with electric alternatives. We will continue to replace our vehicles as they come to the end of their life with electric alternatives where possible to achieve our aim of an electric fleet.

Teams working on this priority area

Air quality

Responsible Procurement

Promoting human rights

We voluntarily publish an annual modern slavery statement which outlines the steps we take to ensure that modern slavery does not exist in our organisation, supply chain, jurisdiction, and our communities. A cross-departmental working group develops and oversees action plans aiming to promote best practice and ensure that the organisation considers human rights in its ongoing decision making.

Waste

64% recycling rate at the Guildhall

403 kg per household per year of waste produced in the Square Mile

Key highlights

Leading the way in waste collection

We have launched a new and ambitious waste collection and street cleansing contract with partners Veolia Environmental Services. As part of this contract, we have made a commitment to work with our contractor to deliver the first fleet of fully electric Refuse and Recycling collection vehicles in the country, in addition to this there will be a number of electric mechanical sweepers and auxiliary vehicles which contributed towards improving air quality in the Square Mile.

Understanding recycling

In preparation for the rollout of our new waste collection contract, a recycling survey was conducted with staff across the organisation to understand their behaviours, motivations and understanding of recycling. The survey revealed a difference between perceived and actual knowledge of which items are recyclable. Only 27% of respondents know exactly what they can recycle, compared to 47% who think they know what to recycle. Following the results of this survey, a recycling awareness campaign is happening in September 2019 to ensure staff are given the information they need to recycle properly.

Connecting our communities

CAP Talent matches Masters and Undergraduate students in Computer Science and associated subjects with London tech start-ups and place them in paid London Living Wage roles in tech/digital business roles for 8-12 weeks. Nearly 30 students have been placed and are currently undertaking internships, helping create pathways to fulfilling employment.

Teams working on this priority area

Facilities management

Internal communications

Waste and recycling



Performance framework

In April 2019, we agreed a performance framework for the strategy, shown at Appendix two. It commits us to measuring the effectiveness and impact of our work against 53 key performance indicators (KPIs) which form part of our corporate performance framework. The performance framework also enables us to clearly demonstrate our impact against our Corporate Plan for 2018-23. In addition, we have a variety of strategy-specific indicators linked to our action plans to aid us in demonstrating the impact of the strategy.

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The performance framework is an exciting development in the implementation of the strategy and sets us on a journey to collecting baseline and benchmarking data, meaning that in time we will be able to set targets and report on the impact we are having. In future reports, we will provide baseline and benchmark data for all 53 KPIs, and our targets – these are all still being developed, although we are able to provide some information on the KPIs listed to the right.

Individuals and communities flourish

100 mental health first aiders (MHFA) trained
66% of staff reporting good work life balance (staff survey)
7% decrease in noise complaints in the Square Mile
200 organisations and an intended 70,598 Londoners benefiting from CBT funding
56 out of 75 in UK wide 2019 ranking in the Social Mobility Employer Index
4.1% of the workforce are apprentices
36 employees have taken part in the Employee Volunteering programme in the last 12 months
143 apprentices in the organisation
6.4% gender pay gap in the organisation
8.7% disability pay gap in the organisation
20% ethnicity pay gap in the organisation
742 members and 170 active members of our 6 diversity networks
97 organisations in London have become accredited Living Wage employers

The planet is healthier

4% increase in annual household waste
0.8% reduction in recycling rate of household waste
London is ranked 1 st on Quality in the Global Green Finance Index
2.5% reduction in energy consumption
5 flood risk briefing notes prepared for properties in the City
47% of the buildings in the Square Mile achieving BREEAM accreditation of excellent or outstanding
12% annual reduction in NO2 across 3 of our monitoring stations
80% of our SSSIs in 'Favourable' or 'Unfavourable – recovering' status as assessed by Natural England
54000 square meters of green roof space in the Square Mile
100% renewable energy procured

Planning for the upcoming year

Our journey to becoming an even more responsible business through creating positive impact in our work, and reducing our negative impact, has been magnified through the actions achieved in the first year of our Strategy. We are proud to report back on the progress of the organisation against our eight priority areas and the incredible work that staff across the organisation have undertaken.

32% of the 174 actions outlined in the initial action plan for the strategy have been completed with an additional 34% on track to being delivered, demonstrating our commitment to creating change in our organisation, the Square Mile and the UK. In this first year, we are particularly proud of the way in which this strategy, and the team delivering it, has consolidated, amplified and achieved cross-organisational action on a range of challenging issues – such as plastics, electrification of the fleet and renewable energy.

We recognise that there is more to do to continue to be a responsible business and our action plans will evolve to reflect this. In the next year, our particular focus areas are to:

- Fully implement the strategy's performance framework
- Articulate our level of ambition for each priority area
- Identify and develop new activities that we can deliver in this space
- Focus on our externally-focused activities and actions to create lasting impact

We are excited about the year ahead and the actions we will be able to take to continue on our path to being an even more responsible business.



Appendix 1: One page summary of Responsible Business Strategy



Executive Summary

We are in an era when organisations are asked to look beyond their economic impact and consider the way in which they create positive social and environmental value. As an organisation with private, public and charitable and community sector responsibilities, and significant capabilities and commitments, we are well placed to role-model responsible business practices across all of our activities and spheres of influence.

This strategy sets our commitment to responsible business and how we will fulfil it, and is set within the framework of our Corporate Plan for 2018-23. We commit to embedding responsible practices throughout our work to take us towards a sustainable future.

To become a more responsible business, we will need to build on our strengths and learn from others along the way. We will champion what we are currently doing well, celebrating for example our role in conservation, philanthropy and responsible procurement. Implementing this strategy will provide us with more examples of change and impact to share internally and externally. By sharing our progress, impact and learning, we aspire to be a responsible business role model to other similar organisations.

Our commitment	We are committed to creating positive impact and reducing negative impact across all our activities and decisions, because it is the right thing to do and will help ensure a sustainable future.	
We will achieve this by...	<p>Focusing our efforts on:</p> <ul style="list-style-type: none"> ➤ Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources. ➤ Impact achieved through our advocacy and role-modelling to others. <p>Conducting ourselves in the most ethical and responsible ways possible, by using responsible business practices through our every day work and decision making.</p> <ul style="list-style-type: none"> ➤ Engaging our employees ➤ Using our convening power ➤ Connecting our communities ➤ Ensuring transparency ➤ Championing responsible investment ➤ Leading responsible procurement ➤ Preventing bribery, fraud and corruption ➤ Promoting human rights 	
To create a future where...	<p>Individuals and communities flourish</p> <p>Create and champion equality, diversity and inclusion across our organisation and networks; and safeguard people and communities from social issues impacting London, by focusing on:</p> <ul style="list-style-type: none"> ➤ People’s wellbeing ➤ Equal opportunities ➤ Diverse organisations 	<p>The planet is healthier</p> <p>Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing, by focusing on:</p> <ul style="list-style-type: none"> ➤ Air quality ➤ Waste ➤ Plastics and packaging ➤ Climate change ➤ Biodiversity
Resulting in...	<p>An organisation that makes the right decisions</p> <p>An organisation that works collaboratively and innovatively to achieve positive impact</p> <p>An organisation that is trustworthy</p> <p>An organisation that leads the way in responsible business</p>	
Corporate Plan 2018-23 links	This strategy is one of the main mechanisms for delivering Outcome 5: Businesses are trusted and socially and environmentally responsible. It also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.	

Appendix 2: Full dashboard linked to Corporate Performance Framework

Towards a sustainable future *Dashboard: 2018-2019*



Individuals and communities flourish



People's Wellbeing

- # crimes (inc. categories) reported
- % people who report increased quality of life after relevant interventions
- % people who experience better health outcomes after relevant interventions
- # and type of employees completing mental health training
- FTE lost due to mental health related sickness absence
- % of staff reporting good work life balance (staff survey)
- Reduction in the prevalence of mental health across communities in the Sq. Mi
- % decrease in complaints (including type of complaint) around our building activities.



Equity Opportunities

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- # City children and young people who are NEET
- # people benefitting from CBT funding
- Ranking in the SMEI
- % improvement in diversity in organisational and institutional activities (audience, participant, employees, volunteers, apprenticeships, applicants)
- # people volunteering or involved in community activities
- % workforce that are apprentices
- % apprentices/work experience/volunteers securing employment upon completion
- # work experience placements (for org)
- % staff taking volunteering time in last 12 months
- % increase in level of giving of time across City Corporation
- Amount and value of philanthropic activity delivered by City Corporation
- % diversity of residents, learners, workers and visitors in City sites/institutions
- # apprenticeships
- # apprentices/work experience/volunteers securing employment upon completion
- # work experience placements
- # FPS firms offering apprenticeship schemes



Diverse Organisations

- Gender pay gap (internal and within FPS)
- Disability pay gap (internal and within FPS)
- Ethnicity pay gap (internal and within FPS)
- % of workforce from excluded or protected groups who progress within 5 years.
- # of (active) employees in staff diversity networks
- % increase in FPS firms adopting London Living Wage
- Increase in ranking and numbers of FPS firms in Social Mobility Employer Index



The planet is healthier



Waste

- % reduction in annual household waste per household
- % increase in recycling of household waste
- # and types of partnerships joined and influenced to affect positive environmental change



Climate Change

- London's position in the Global Green Finance Index
- # businesses adopting new technologies as recognised by growth in ESG AuMA (Assets under Management and Administration)
- % reduction in energy consumption and carbon
- # flood risk briefing notes for properties in the City produced
- % of buildings in the Square Mile achieving BREEAM accreditation and high ratings
- # of environmental-related parliamentary bills directly influenced by the City Corporation
- # and types of partnerships joined and influenced to affect positive environmental change



Air Quality

- Air quality levels improve to non-dangerous levels.
- % reduction in annual average nitrogen dioxide concentrations
- # of environmental-related parliamentary bills directly influenced by the City Corporation
- # and types of partnerships joined and influenced to affect positive environmental change



Biodiversity

- # of trees planted/m2 green added
- Condition of SSSIs
- # of environmental-related parliamentary bills directly influenced by the City Corporation
- # and types of partnerships joined and influenced to affect positive environmental change



Plastics & Packaging

- # of environmental-related parliamentary bills directly influenced by the City Corporation
- # and types of partnerships joined and influenced to affect positive environmental change

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